



# PROJECT OVERSIGHT PROGRAM

## Part II: Processes, Templates & Reports

State of Missouri  
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# PREFACE

Part II of the MPOP Manual, Project Oversight Processes, Templates and Reports, includes an overview of the project oversight methodology, the process models and detail for the oversight processes as well as specific templates and report examples used to manage and implement the project oversight methodology.



# PROJECT OVERSIGHT METHODOLOGY INTRODUCTION

An oversight program, by most definitions, is simply a high level auditing function where a set of processes are implemented to monitor, evaluate and report status. While these activities are certainly an important part of an oversight methodology, the only real benefit they provide is the dissemination of project status to stakeholders. They do little to help improve the projects probability of success. The Missouri Project Oversight Program (MPOP) has taken oversight one-step further. Instead of simply acting as a “watchdog” over the project, MPOP includes proactive strategies that allow the oversight processes to become an active influence on the success of the project.

A key benefit of MPOP is the support provided to the project manager. MPOP is in place to help keep the project manager focused on the critical path, help anticipate project needs, and allow the project manager to identify, prioritize, and address issues in a timely and effective manner. With this support, the chance of successful on-time and on-budget project implementation is significantly increased. It’s important to note that these added benefits would not be realized without a close, mutually beneficial relationship between the oversight manager and the project manager/project team. It is critical that the agency project manager perceives the MPOP processes as a benefit and not a hindrance. The processes and tools defined in this manual have been carefully designed with this perspective in mind.

The processes, tools and information contained within this manual have been implemented and refined on the CIMOR Project Oversight Pilot Project and proven to be effective in influencing positive outcomes on the project. However, the program is still in its infancy and has not been tested on all possible types of IT projects. It is expected that the program including the processes contained within will undergo additions, modifications, and deletions as lessons are learned during future applications of the methodology. This will ensure the vitality of the program as it adapts to the needs of various IT projects. The final MPOP oversight process, Oversight Closeout Process, is included for the primary purpose of facilitating this type of continuous process improvement.

It is important to remember that there are many factors that affect the successful completion of an IT project. Implementation of an oversight process does not guarantee success. In fact, on very small project oversight is more of an annoyance than a benefit. However, on larger, more complex projects, appropriate implementation of the project oversight methodology has proven to be of considerable value to Missouri. Implementing an oversight approach that combines project status assessment, monitoring, and reporting with the added value of high-level project manager support, allows the project manager to attack detail-level issues and tasks with confirmation that the overall project is on track. Project success becomes a team effort between the project team, the project manager and the oversight manager with the ultimate goal of increased IT system quality.





# OVERSIGHT METHODOLOGY OVERVIEW

The Oversight Methodology processes, sub processes, templates, and associated narratives identified in this part enable the oversight manager to perform the function of project oversight to the benefit of Missouri's IT initiatives. The processes covered in Project Oversight Manual Part II, Chapters 1 – 4 are provided in the order, which follows the natural flow of the oversight activities.

There are four primary processes:

- Oversight Initiation Process
- Oversight Planning Process
- Oversight Implementation Process
- Oversight Closeout Process

Associated IT management processes include:

- Project Management
- Missouri Value Assessment (TCO/ROI)
- Missouri Adaptive Enterprise Architecture (MAEA)

Major deliverables from these processes include:

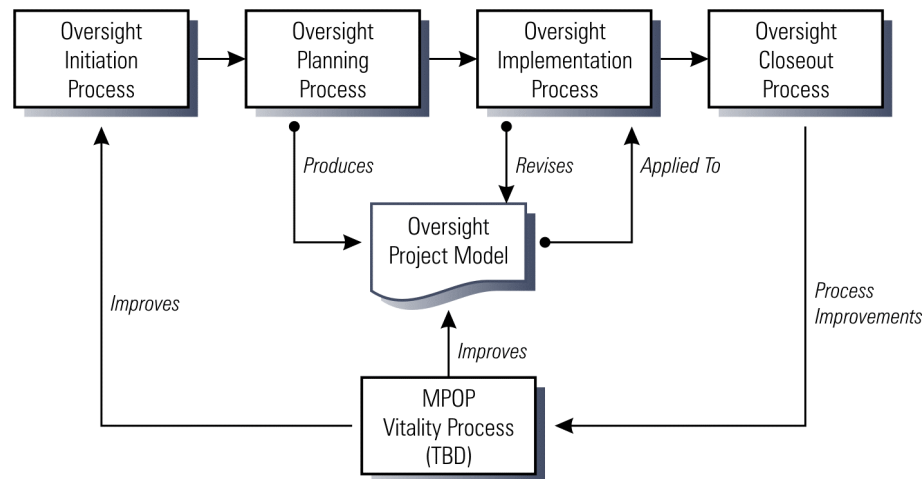
- Oversight Project Model
- Oversight Summary Reports
- Project Improvement Plans
- Oversight Issues Reports
- Oversight Projects Rollup Report
- Process Improvement Reports

Documentation utilized by the processes include:

- Project Oversight Manual Part I and Part II
- Missouri Value Assessment Program (MVAP) Manual
- Missouri Adaptive Enterprise Architecture (MAEA) Manual Part II
- Project Related Documentation

Figure 1, Project Oversight Methodology Overview presents the four primary processes of the oversight methodology. The processes flow into each other in waterfall fashion starting with Oversight Initiation and ending with Oversight Closeout. The key element of the methodology is the Oversight Project Model (OPM). It is central to the entire methodology and its accurate reflection of the project is critical to successful project oversight. The initiation and planning processes are involved in producing the OPM and ensuring it closely models the project. The

implementation process applies the OPM to the project and generates revisions to the OPM as project characteristics change. The closeout process generates potential process improvements for the overall oversight methodology. The MPOP Vitality Process is a proposed process that is yet to be determined. If developed, this process will involve the actual implementation of the process improvements. Through these processes, the methodology not only provides an increased probability of project success through its implementation, but also promotes its own improvement.



*Figure 1. Project Oversight Methodology Overview*

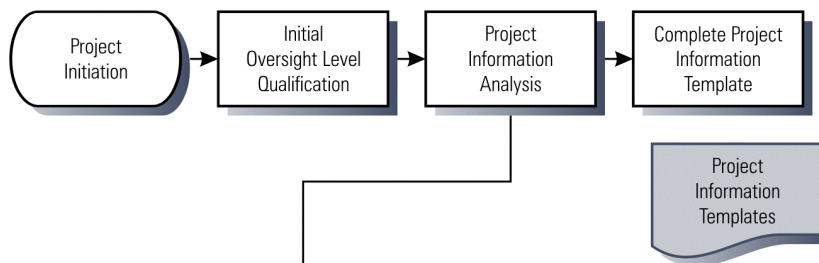
Each of these four primary processes is supported by a number of sub processes, templates and report examples that facilitate execution of the Project Oversight Program. Figure 2, Oversight Processes, Templates and Reports, identifies the sub processes, templates and report examples and their relationships.

The detailed process models and templates including associated narratives are presented in Chapters 1-4. The following provides a brief description of the five primary processes.

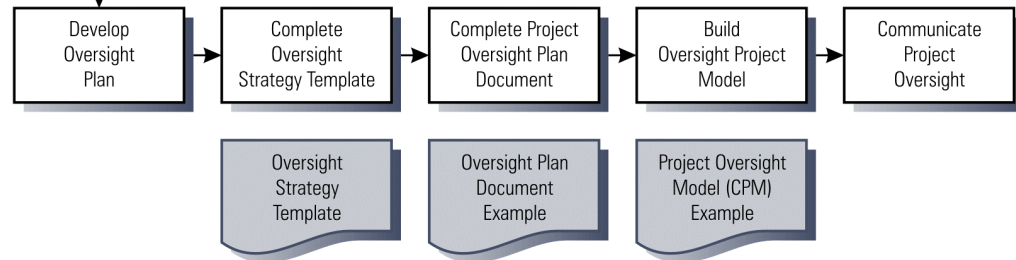
## OVERSIGHT INITIATION PROCESS

The Oversight Initiation Process has the primary objective of ensuring that the oversight manager gains a strong understanding of the project and its potential risk areas. To make this possible this process includes the accumulation of project documentation that will be used throughout the life of the project. Included is an initial identification and analysis of critical project information, which results in an understanding of the project risks. The oversight methodology relies upon this information and analysis to identify and configure the oversight toolset. The Oversight Initiation Process is supported by a number of sub processes and templates. The sub processes and templates that support the Oversight Initiation Process are as follows:

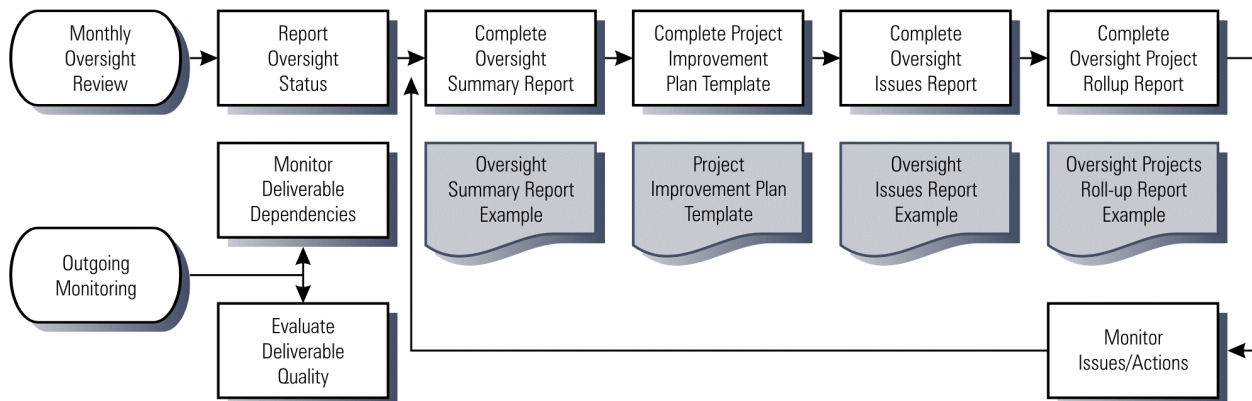
## INITIATION PROCESS



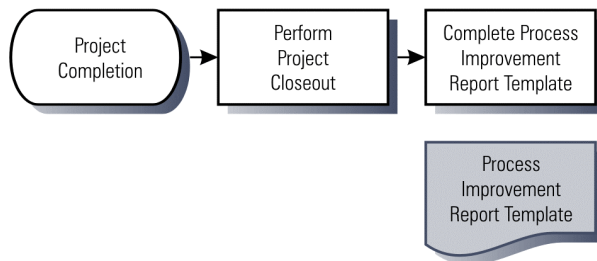
## PLANNING PROCESS



## IMPLEMENTATION PROCESS



## CLOSEOUT PROCESS



## CLOSEOUT PROCESS

The Vitality Process is TBD

Figure 2. Oversight Processes, Templates & Reports

- Sub Processes
  - Initial Oversight Level Qualification
  - Project Information Analysis
  - Complete Project Information Template
- Templates
  - Project Information Template

## OVERSIGHT PLANNING PROCESS

Planning is critical to the success of any endeavor and project oversight is no exception. The Oversight Planning Process starts with the development of an oversight strategy and an oversight plan, each of which are key products derived using the results of the analysis of project information obtained during the Oversight Initiation Process. It also involves perhaps the most important step of the methodology, development of the Oversight Project Model (OPM). The OPM is the key tool used during the Oversight Implementation Process. Finally all oversight information, tools, and plans are communicated to the project team and the oversight committee to ensure a clear understanding of the role that oversight will play during the project. The Oversight Planning Process is supported by a number of sub processes and templates. The sub processes and templates that support the Oversight Planning Process are as follows:

- Sub Processes
  - Develop Oversight Plan
  - Complete Oversight Strategy Template
  - Complete Project Oversight Plan Document
  - Build Oversight Project Model
  - Communicate Project Oversight
- Templates
  - Oversight Strategy Template

## OVERSIGHT IMPLEMENTATION PROCESS

The Oversight Implementation Process is the central process to the entire methodology. The implementation activities include the continuous monitoring of project performance, quality, and issues using the OPM. It also involves the reporting functions needed for communications of project health throughout the project lifecycle. The Oversight Implementation Process is supported by a number of sub processes and templates. The sub processes and templates that support the Oversight Implementation Process are as follows:

- Sub Processes
  - Monitor Deliverable Dependencies
  - Evaluate Deliverable Quality
  - Report Oversight Status
  - Complete Oversight Summary Report

- Complete Project Improvement Plan Template
  - Complete Oversight Issues Report
  - Complete Oversight Projects Rollup Report
  - Monitor Issues/Actions
- Templates
  - Project Improvement Plan Template

## OVERSIGHT CLOSEOUT PROCESS

The Oversight Closeout Process is the final process is performed after final system implementation and completion of the project. It is designed to promote constant process improvement primarily for the oversight methodology and the agency IT organization and processes. It is through beneficial changes in the oversight methodology that the Oversight Project Model will improve to more accurately reflect future projects and increase the oversight manager's ability to impact quality for a project. The proposed MPOP Vitality Process is intended to define the processes for this purpose

The closeout process may also provide potential improvements to other Missouri IT program such as Risk Management, Project Management, etc. Through continuous improvement to Missouri's IT programs, the quality of Missouri's IT systems should also improve. The sub processes and templates that support the Oversight Closeout Process are as follows:

- Sub Processes
  - Perform Project Closeout
  - Complete Process Improvement Template
- Templates
  - Process Improvement Template

## OVERSIGHT VITALITY PROCESS

The Oversight Vitality Process is required to maintain the vitality of the Missouri Project Oversight Program. The Project Oversight Manager generates process improvement reports that need to be addressed by the program. Additionally, programmed and external trigger events to the vitality process need to be accommodated to ensure the continued viability of the program. At this time, the Project Oversight Program Vitality Process has been recognized but not defined. Completion and incorporation into the Project Oversight Program is targeted for future addition to the program.



# CHAPTER 1: OVERSIGHT INITIATION PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Initiation Process. This process is a precursor to the Oversight Planning Process.

## OVERVIEW

The oversight initiation process is comprised of steps that are performed as a precursor to the applied project oversight activities. It provides critical information needed to gain insight into the project and prepare project oversight tools. The sub-processes include:

- Initial Oversight Level Qualification
- Project Information Analysis
- Complete Project Information Template

## SUB-PROCESSES & TEMPLATES

Each of the sub-processes follows the same format:

### Sub-Process

Process Model

Process Detail

Template (if applicable)

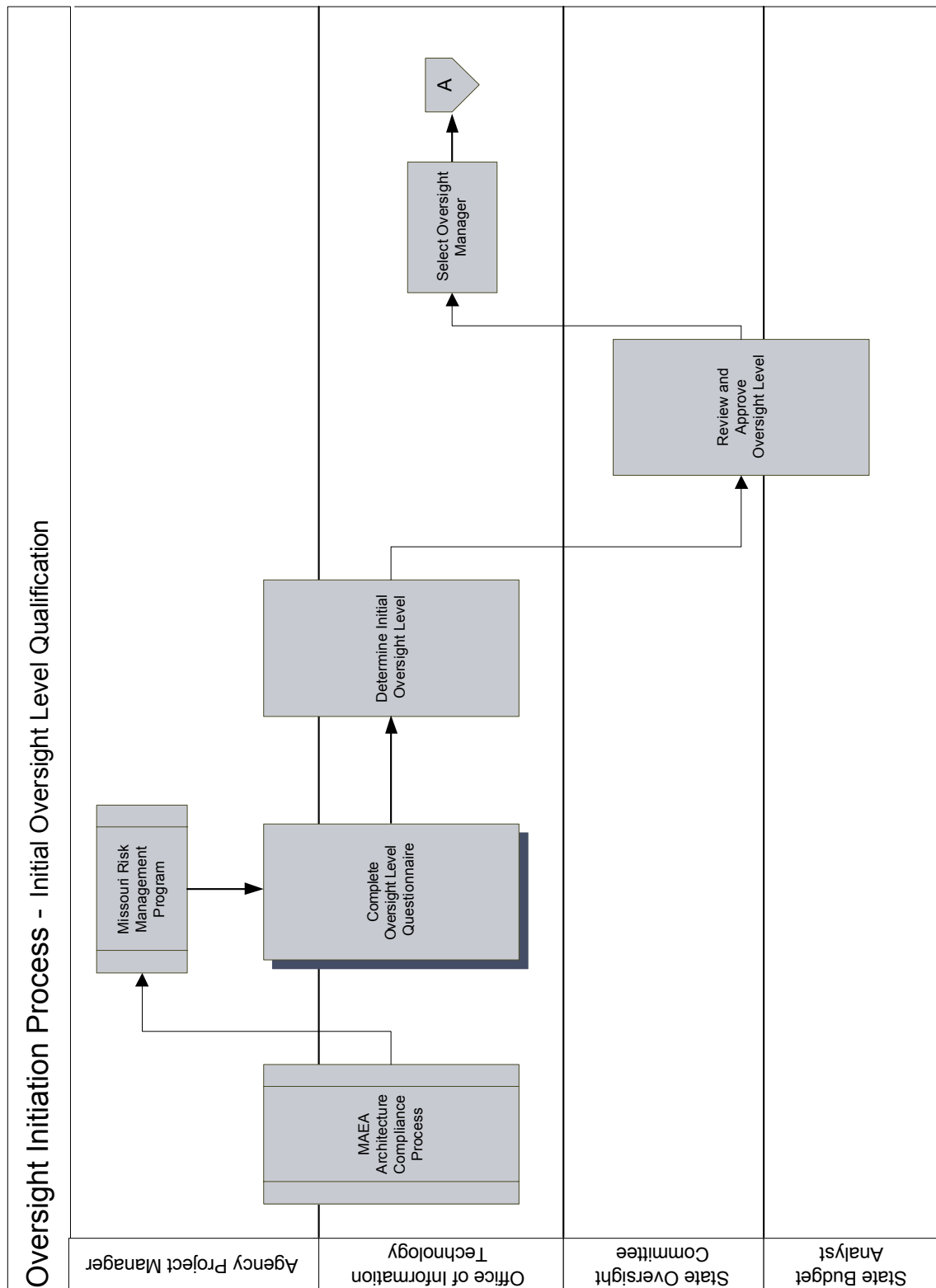
Overview

Sections

Sample Template Form

Template Detail

## INITIAL OVERSIGHT LEVEL QUALIFICATION





This sub-process is triggered by:

- Initiation of project oversight for a project.
- Completion of the MAEA Architecture Compliance Process and risk assessment using the Missouri Risk Management Program

**MAEA Architecture Compliance Process** – OIT in coordination with the agency project manager will perform the architecture compliance process for the project. The outcome of this process will provide architectural risks areas that are based on how well the proposed project architecture complies with the MAEA standards. This will provide information needed for the project's risk assessment.

**Missouri Risk Management Program** – OIT and the agency project manager will implement the processes outlined in the Missouri Risk Management program to provide an initial project risk assessment. A key output from the Risk Management Program is a list of the top 5 risks for the project. This risk information becomes a critical input into the determination of the initial oversight level for the project.

**Complete Oversight Level Questionnaire** – The primary focus of the Project Oversight Program is the state's most significant projects. These projects are designated as significant due to a number of factors including project characteristics, risks, issues, and constraints. These factors may include high costs, high business criticality, legislative mandates, administration policy importance, revenue generation, high public profile, and so on. This information is collected through the use of the Oversight Level Questionnaire.

**Determine Initial Oversight Level** – Recognizing that every state agency is unique, the Missouri Project Oversight Program (MPOP) will not attempt to deploy a 'canned' approach that meets the needs of every agency or every project. Virtually all projects require some level of oversight. Some may require project oversight or review administered by a formal structure; others may be more informal. Some may require validation by an independent third party; others may only require validation by internal agency personnel. The identification of an appropriate level of project oversight is critical to ensuring that proper processes and tools are applied to the oversight methodology.

The oversight level is used to determine the following aspects of project oversight:

- The oversight management and reporting structure
- The oversight information demands
- Frequency of oversight status reviews

The Office of Information Technology in conjunction with agency management determines the level of oversight that is appropriate for the project. This sub-process step utilizes Table 1. Oversight Level Matrix to provide a somewhat objective means of determining the oversight level for the project. Using the internal and external risk assessment information from the Oversight Level Questionnaire, this matrix provides a somewhat objective means of determining the oversight level.

*Table 1. Oversight Level Matrix*

EXTERNAL RISK	High	2	3	3
	Med	1	2	3
	Low	0	1	2
		Low	Med	High
		INTERNAL RISK		

Based on the level of internal and external risk, the table provides a value that identifies the project's oversight level. This level is then used to determine the appropriate oversight information demands, oversight management and reporting structure, and oversight status review frequency. These are described in the Oversight Planning Process, Develop Oversight Plan sub-process.

It is important to note that this is only an initial oversight level. Once the Oversight Manager (if applicable) is brought onto the project, a final oversight level will be determined with the help of the oversight manager's experience on past projects. Furthermore, the oversight level can continue to change based on potential changing project conditions.

**Review and Approve Oversight Level** – Members of the state oversight committee will review the project information, risks, and oversight level questionnaire results that led to the designated initial oversight level. A state budget analyst from the State Budget Office will be invited to participate in this review. The results of the review will be a final approval of the oversight level for the project.

**Select Oversight Manager** – Once the oversight level is ascertained, it will determine the necessity of an oversight manager. Level 1, 2, and 3 projects possess risk levels that necessitate the services of an oversight manager while level 0 projects do not. OIT and the agency project manager will determine the necessity for an oversight manager. OIT will be responsible for choosing the oversight manager and all contractual negotiations when contracting the oversight duties to a vendor. Once involved in the project, the oversight manager will reassess the oversight level with the assistance of the agency project manager, and OIT.

Due to the special needs of IT projects, it is recommended that the oversight manager possess considerable experience in the IT industry. A mix of both technical and project management experience is ideal. This will help ensure the oversight manager's ability to effectively apply the oversight methodology.

## COMPLETE OVERSIGHT LEVEL QUESTIONNAIRE

Oversight Initiation Process - Complete Oversight Level Questionnaire	<div data-bbox="701 1514 1011 1680">Enter High/Med/ Low risk level for all internal risk items</div> <div data-bbox="701 1245 1011 1411">Enter High/Med/ Low risk level for all external risk items</div> <div data-bbox="701 953 1011 1119">Enter all current project issues</div> <div data-bbox="701 682 1011 848">Enter all project constraints and assumptions</div>	
	Agency Project Manager	Office of Information Technology

In order to initiate the oversight process and determine the need for an oversight manager, and assessment of project risks, issues, constraints, and assumptions should be performed Using the Oversight Level Questionnaire as a guide will help ensure a comprehensive assessment. The following process steps must be followed to aid in this effort:

**Enter High/Med/Low Risk Level for All Internal Risk Items** – The agency project manager and OIT representative (Normally the Oversight Controller) review the internal risk questions and provide a rating of high, medium, or low for the risk item.

**Enter High/Med/Low Risk Level for All External Risk Items** – The agency project manager and OIT representative (Normally the Oversight Controller) review the external risk questions and provide a rating of high, medium, or low for the risk item.

**Enter All Current Project Issues** – After entering the risk ratings for the internal and external risk sections, determine if there are outstanding issues that are not addressed by the risk questions. These issues might influence the level of oversight. It is important to remember that issues do not need to be negative in nature. For instance, a project may provide a benefit that is extremely valuable to the state and/or citizens. The value and perceived importance of this benefit might be a strong positive influence on the oversight level.

**Enter All Project Constraints and Assumptions** – Enter constraints and assumptions that are associated with the project. This information might be available from the Project Information Template.

## MPOP Oversight Level Questionnaire

### Questionnaire Overview

The Oversight Level Questionnaire provides a listing of project related questions for internal risk, external risk, project issues, constraints, and assumptions. All of the information gathered through the use of the questionnaire will be used to determine the initial oversight level for the project.

### Template Sections

The Oversight Level Questionnaire will include the following sections:

- Internal Risk
- External Risk
- Issues
- Constraints & Assumptions

### Oversight Level Questionnaire

The Oversight Level Questionnaire provides a vehicle for listing project information related to the determination of the oversight level in an electronic format. The visual representation of the Oversight Level Questionnaire is provided here. OIT and the agency project manager may access ***MPOP Oversight Level Questionnaire.dot*** for electronic entry of the project information.

# Oversight Level Questionnaire

The Oversight Level Questionnaire will “do the math” for Risk Criteria calculations providing values that are plotted on the Oversight Level Matrix. The scoring process described below will assist in explaining how that initial oversight level is determined.

## 1. External Risk Level Criteria

Please answer the following questions and mark the box most appropriate for your project. In calculating scores, if necessary, round off to two decimal points.

*1 Point = Low Risk    2 Points = Medium Risk    3 Points = High Risk*

### Impact on Citizens

How much of an impact will this project have on the average Missouri Citizen?

- ☐ Significant impact - direct contact with citizen, including benefits to, payment by, and transactions with individuals (*3 points*)
- ☐ Indirect impact – activity management systems that support decisions that are viewed as important by the public (*2 points*)
- ☐ Insignificant or no impact – agency operations only (*1 point*)

\_\_\_\_\_ Total score for *Impact on Citizens*

### Visibility

How much visibility could this project potentially generate?

- ☐ Highly visible – national or state recognition to the public and legislature (*3 points*)
- ☐ Moderate visibility to the legislature with some of the systems or the program(s) it supports likely to be subject to hearings (*2 points*)
- ☐ Insignificant or no visibility – internal to agency only (*1 point*)

What is the total estimated cost of the project?

- ☐ \$5 million or more (*3 points*)
- ☐ \$250 thousand to \$5 million (*2 points*)
- ☐ Less than \$250 thousand (*1 point*)

How many agencies are involved in the project?

- ☐ More than two agencies (*3 points*)
- ☐ Two agencies (*2 points*)

☐ One agency (1 point)

\_\_\_\_\_ Total points for *Visibility* divided by 3 = \_\_\_\_\_ total score *Visibility*

*Impact on State Operations*

What is the estimated impact on state operations?

☐ Statewide or multiple agency impact (3 points)

☐ Agency-wide impact (2 points)

☐ Work group impact (1 point)

\_\_\_\_\_ Total score for *Impact on State Operations*

*Consequence of Doing Nothing*

What are the consequences of not doing the project?

☐ Inability to meet legislative mandate or agency mission (3 points)

☐ Potential failure of aging systems (2 points)

☐ Loss of opportunity for improved service delivery or efficiency (1 point)

\_\_\_\_\_ Total score for *Consequence of Doing Nothing*

*External Risk Exposure*

= (impact on citizens + visibility + impact on state operations + consequence of doing nothing) / 4

\_\_\_\_\_ Total points for all external risk categories

\_\_\_\_\_ = ***External Risk Exposure*** (Divide total points/4. Plot this score on the project assessment matrix)

## 2. Internal Risk Level Criteria

The internal risk criteria provide a mechanism to help gauge the impact of the project on the organization, the level of effort needed to complete the project, the stability of the proposed technology and agency preparedness.

### Organizational Impact

How much of an impact will this project have on the business rules of the organization?

- ☐ Significant change to business rules (3 points)
- ☐ Moderate changes to business rules (2 points)
- ☐ Insignificant or no change to business rules (1 point)

What is the complexity of the business processes?

- ☐ High complexity (3 points)
- ☐ Medium complexity (2 points)
- ☐ Low complexity (1 point)

How many organizations are involved?

- ☐ Three or more organizations (3 points)
- ☐ Two organizations (2 points)
- ☐ One organization (1 point)

\_\_\_\_\_ Total points for *Organizational Impact* divided by 3 = \_\_\_\_\_ total score  
*Organization Impact*

### Development Effort

What is the estimated development effort for the project?

- ☐ More than 30 staff years (full time equivalent (FTE) & contractors) and/or more than 4000 function points (3 points)
- ☐ 10 to 29 staff years (FTE and contractors) (2 points)
- ☐ Under 10 staff years (FTE and contractors) (1 point)

What is the duration of the project?

- ☐ Over 3 years (3 points)
- ☐ 1 to 3 years (2 points)
- ☐ Less than 1 year (1 point)

What are the estimated development/system integration costs?

- ☐ \$5 million or more (3 points)
- ☐ \$250 thousand to \$5 million (2 points)
- ☐ Less than \$250 thousand (1 point)

\_\_\_\_\_ Total points for *Development Effort* divided by 3 = \_\_\_\_\_ total score *Development Effort*

### Technology

What is the maturity of the technology being used?

- ☐ Emerging, unproven and new for the state (3 points)
- ☐ Proven in industry or at state level, but new for the agency or program areas (2 points)
- ☐ Standard, proven agency technology (1 point)

\_\_\_\_\_ Total score for *Technology*

### Capability

What is the capability level of the organization?

- ☐ Immature organization, uses ad-hoc processes. Track record suggests inability to mitigate risk on project requiring a given level of development effort (3 points)
- ☐ Maturing organization with a track record indicating a reasonable level of success but without the structure for repeatability (2 points)
- ☐ Mature organization with a track record indicating a strong ability to mitigate risk to a project requiring a given level of development effort. Stable organization with a documented and repeatable process for tracking status, problems and change (1 point)

\_\_\_\_\_ Total score for *Capability*

### Internal Risk Exposure

= (organizational impact + development effort + technology + capability) / 4

\_\_\_\_\_ Total points for all internal risk categories

\_\_\_\_\_ = **External Risk Exposure** (Divide total points/4. Plot this score on the project assessment matrix)



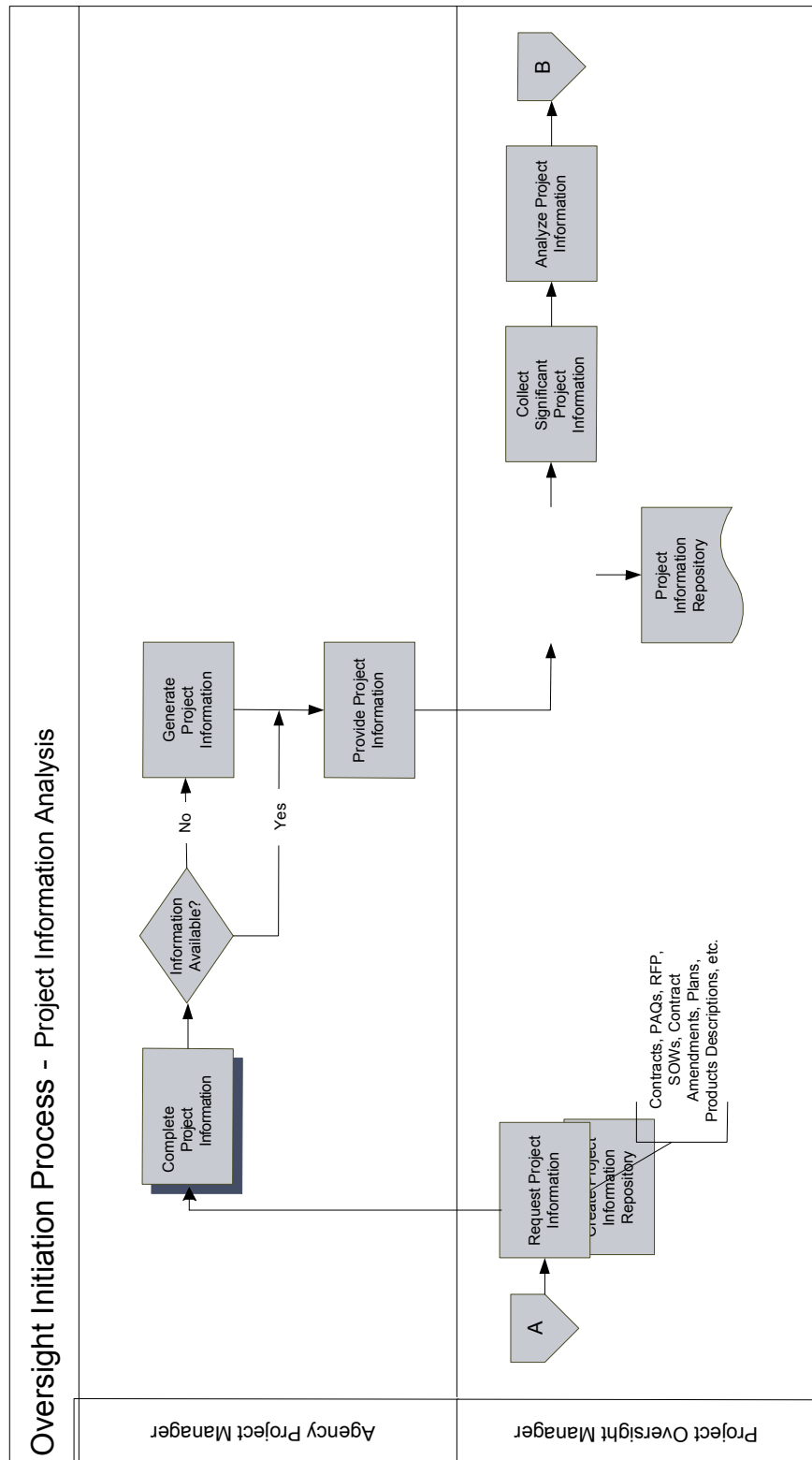
### **3. Project Issues**

List all current project issues, both negative and positive, that may have an influence on the oversight level determination. Be sure to key on issues that were not covered by the above internal and external risk items.

### **4. Project Constraints and Assumptions**

List all current project constraints and assumptions that may have an influence on the oversight level determination.

## PROJECT INFORMATION ANALYSIS



This sub-process is triggered by:

- Completion of the Initial Oversight Level Qualification sub-process

**Request Project Information** – The oversight manager makes a request for project information from the agency project manager. This information will be available in various forms of documentation. At this time he makes the Project Information Template available.

**Complete Project Information Template** – The agency project manager collects the information using the Project Information Template as a guide.

**Generate Information** - If the information needed is not available in any existing project documentation, then it is an indicator that it should be generated. If it is determined that the information is important to the project given environmental factors and circumstances surrounding the project, then the agency project manager should generate it.

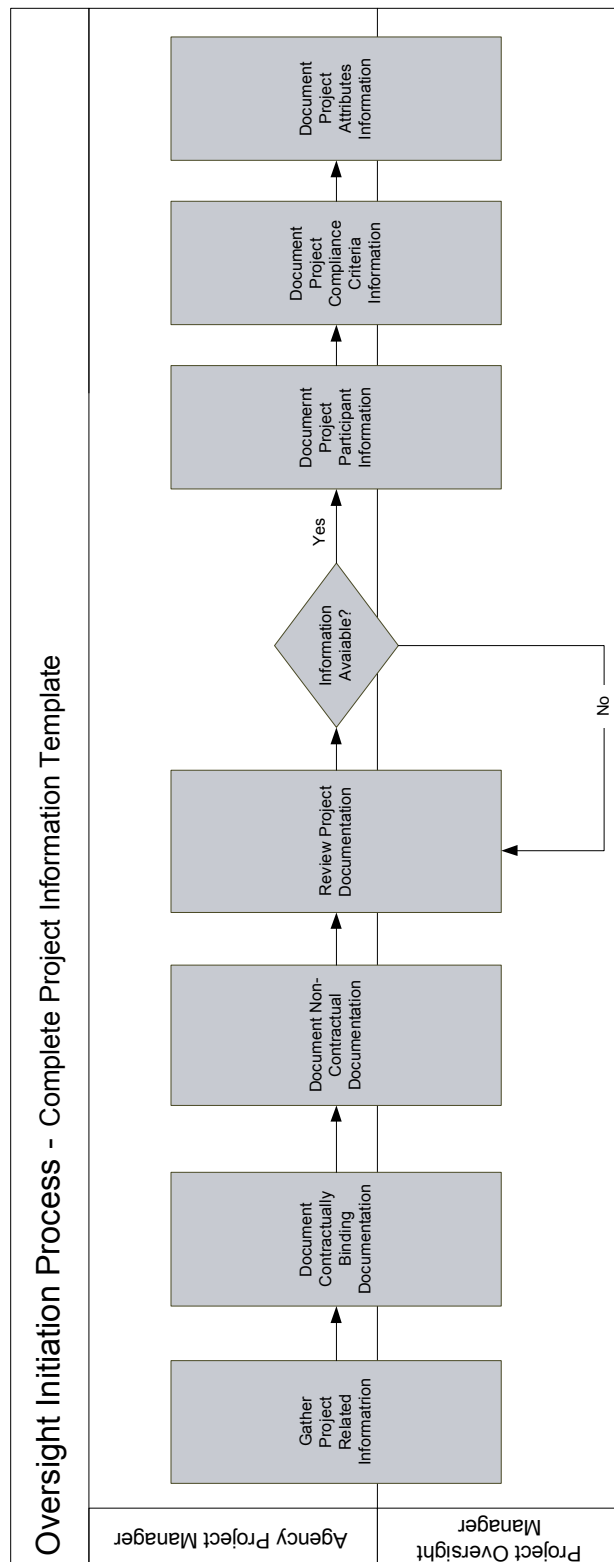
**Provide Project Information** – Once collected or generated, the information is made available to the oversight manager.

**Create Project Information Repository** – As documentation containing project information is received from the agency project manager, the oversight manager should organize it by developing an information repository. Both a physical and electronic environment should be made available, since it is likely that some documentation will not be available in electronic form.

**Collect Significant Project Information** – The oversight manager should start the project information search with the most significant documents. These will include the contractually binding documents listed in section I of the Project Information Template and any additional documents that have been deemed significant by the oversight manager and agency project manager. The documents are searched for information that is significant to the project.

**Analyze Project Information** – The information collected is then analyzed with two main objectives in mind. First, gain a general understanding of the project, the product/service to be produced, and the project environment. The second is to drive out high risk areas for the project that will require additional attention throughout the application of project oversight.

## COMPLETE PROJECT INFORMATION TEMPLATE



After receiving the request for project information from the oversight manager, the agency project manager must provide the information. Using the Project Information Template as a guide will help ensure a complete set of documentation and project information. The following process steps must be followed to aid in this documentation:

**Gather Project Related Information** – Search current documentation repositories to locate and gather documentation that is related to the target project. The Project Information Template lists the typical types of documentation associated with government IT projects. Any additional documents that do not fit into these ‘types’ should also be collected. Electronic copies of documentation are preferred.

**Document Contractually Binding Documentation** – This step assumes that there is a contractor involved in the project with a contractual obligation to the state agency to deliver project related products and/or services. All contractually binding deliverables will be found in these documents.

Separate the contractually binding from the non-contractual documents. (Contractual document will be important to determining the deliverables list during the Oversight Planning Process). The contractually binding documents are automatically considered significant documents. Enter the name and location of the contractually binding documents.

**Document Non-contractual Documentation** – Enter the name and location of all non-contractual documents. Although these documents are not contractually binding, they still can provide insight into the project and help identify project needs and risks. In the case of a project with no contracted labor, this documentation will be the sole source of information for the project.

**Review Project Documentation** – The project information identified in the template is needed by the oversight manager and the agency project manager. Review this list and search the documents listed above to determine where this information can be found if it is available.

**Document Project Participant Information** – If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

**Document Project Compliance Criteria Information** - If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

**Document Project Attributes Information** - If the information is found, enter the document name, section number or heading, and page number. This will provide an index into the documents that will be used during later analysis efforts.

## Project Information Template

### Template Overview

When requesting project documentation, the oversight manager needs to receive a complete set of documentation. This template will serve as a checklist to help the agency project manager to provide what is needed. The completed template will provide a comprehensive listing of initial

project documentation and the location where it can be found (preferably electronic). This will aid the oversight manager in his research and analysis of project information.

Completing this template is the responsibility of the agency project manager. However, it may help to move the process forward and more complete information may be gathered if the oversight manager assists.

#### Template Sections

The Oversight Project Information Template will include the following sections:

- Contractually Binding Documentation
- Non-Contractual Documentation
- Project Information

#### Template Form Sample

The Project Information Template provides a vehicle for listing the project documentation in an electronic format. The visual representation of the Project Information Template, provided here, is followed by the detailed description of its contents. The oversight manager and agency project manager may access ***MPOP Oversight Project Information Template.dot*** for electronic entry of the project information.

# Project Information Template

CONTRACTUALLY BINDING DOCUMENTATION			
Type	Name	Location	
Contracts			
Contract Amendments			
PAQs			
RFPs			
Contractor Proposals			
Statement of Work			
State Requirements			
Federal Requirements			
Other			
NON-CONTRACTUAL DOCUMENTATION			
Type	Name	Location	
Implementation Plan			
Risk Assessments			
Preliminary Schedules			
System Descriptions			
COTS Product Specs			
Other			
PROJECT INFORMATION			
	Document Name	Section Number or Heading	Page Number
Project Participants			
Stakeholders			
Organizations			
Vendors & Contractors			
Project Team			
Agency Project Manager			
Oversight Committee			
Roles & Responsibilities			
Compliance Criteria			
Laws			
Policies			
Procedures			
Methods			
Standards			
Mandated Technology			
Project Attributes			
Products/Services			
Deliverables			
Deadlines			
System Functions			
Size			
Complexity			
Initial Issues			
Constraints			
Assumptions			
Risks			

## Template Detail

### Section I – Contractually Binding Documentation

- *Type:* Indicates the type of documentation required.
- *Name:* Provide the name of the document.
- *Location:* Provide the location of the document. It is preferred that all documentation be made available in electronic form. If the document is in electronic form provide the system environment, a directory structure and a file name where the document can be accessed. If the document is only available in hardcopy, provide a building, room number and document owner.

### Section II – Non-Contractual Documentation

- *Type:* Indicates the type of documentation required.
- *Name:* Provide the name of the document.
- *Location:* Provide the location of the document. It is preferred that all documentation be made available in electronic form. If the document is in electronic form provide the system environment, a directory structure and a file name where the document can be accessed. If the document is only available in hardcopy, provide a building, room number and document owner.

### Section III – Project Information

- *Type:* Indicates the type of information required
- *Location:* List the document found in sections I and II where this type of information can be found. This should include the document name, section number or heading, and page number.



## CHAPTER 2: OVERSIGHT PLANNING PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Planning Process. This process is a precursor to the Oversight Implementation Process.

### OVERVIEW

Before moving forward with project oversight execution, some key planning activities will ensure that the oversight methodology is properly tailored to fit the needs of the project and that the oversight tools are selected, prepared and ready for use. This critical element of the project oversight methodology is comprised of the following sub-processes:

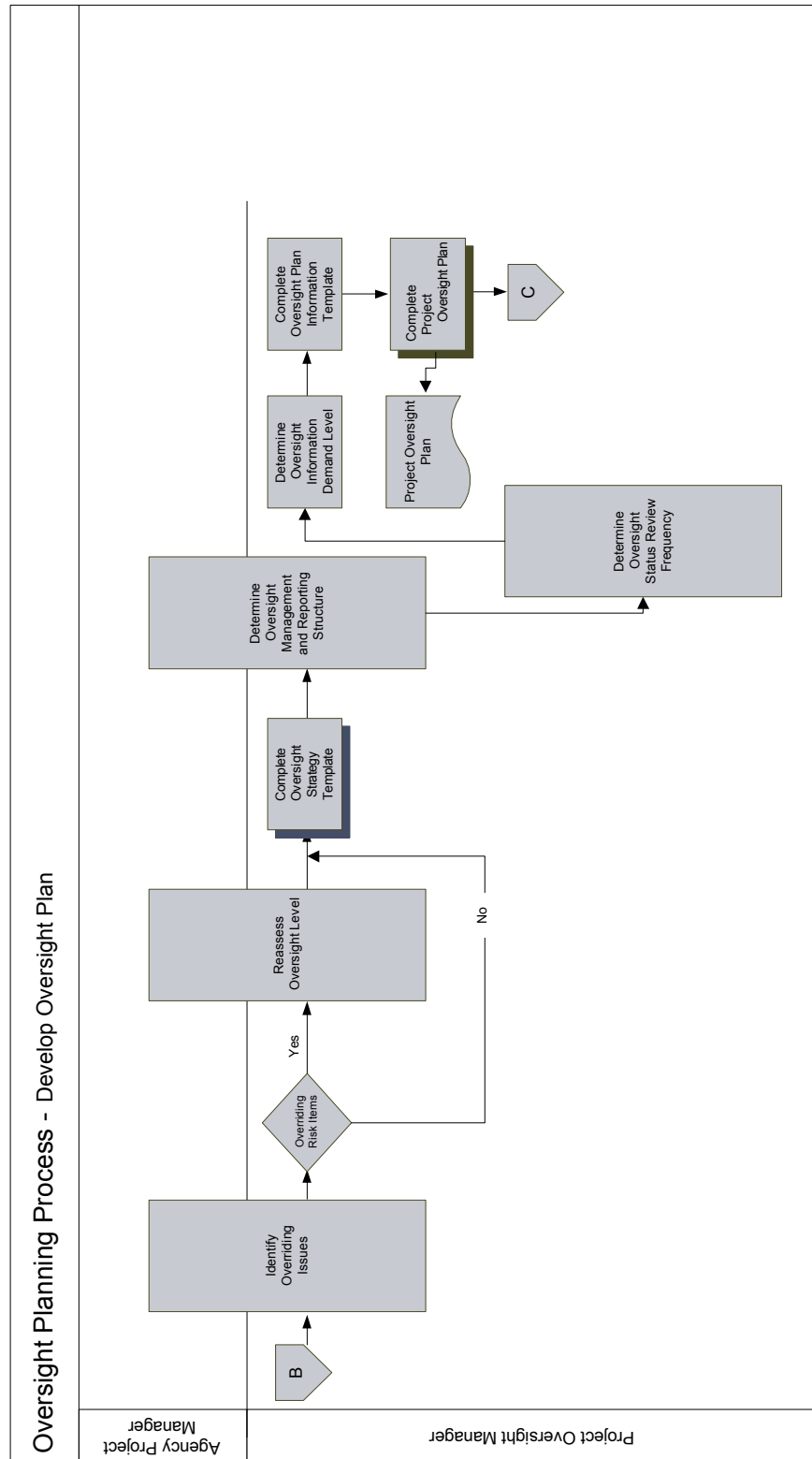
- Develop Oversight Plan
- Complete Oversight Strategy Template
- Complete Project Oversight Plan Document
- Build Oversight Project Model
- Communicate Project Oversight

### SUB-PROCESSES & TEMPLATES

Each sub-process follows the same format:

- Process Model
- Process Detail
- Template (if applicable)
  - Overview
  - Sections
  - Sample Template Form
  - Template Detail

## DEVELOP OVERSIGHT PLAN



This sub-process is triggered by:

- Completion of the Oversight Initiation Process
- A strong understanding of project risks

**Identify Overriding Issues** – The initial oversight level identified in the Oversight Initiation Process is determined using a relatively objective process. While this provides a reasonable assessment of the project risks, it may not produce an appropriate oversight level. There may be one or two overriding issues that are exceptionally concerning to the project stakeholders. These must be identified and assessed in order to determine the final oversight level. Examples of these overriding issues might be:

- High political visibility
- Contractor/no contractor participation
- Federate mandates
- Unfamiliar technology
- Extremely high cost
- Extremely valuable benefit

**Reassess Oversight Level** – This step is not included in the Oversight Initiation Process because the oversight manager is not yet involved in the project during this early stage of the oversight methodology. It is important to include the oversight manager in the determination of the final oversight level because of the opportunity to draw upon the oversight manager's oversight experience. It is also important for the oversight manager to have buy-in into the oversight level and its implications for the oversight effort.

Overriding issues are identified by reviewing all internal and external risk items with a rating of 3 (high) in the Oversight Level Questionnaire. Using the following criteria, these are assessed to determine if they should receive special consideration as overriding risk items:

- Will this item create a need for change in project documentation formality and level of detail?
- Will this item create a change in the need for communication to project stakeholders?
- Will this item create a change in the oversight status review frequency?

If overriding issues have been identified there may be a need to reassess the oversight level to ensure its appropriateness to the project. After review of overriding issues, the oversight manager and agency project manager may find it necessary to either increase or decrease the initial oversight level. Because this step involves a high level of subjectivity, there is no scientific or mathematical method of overriding the oversight level with a new one. The oversight manager and agency project manager must draw from experience and the circumstances surrounding the project to assess the effect of overriding issues on the project.

**Complete Oversight Strategy Template** – Using the Oversight Strategy Template as a guide collect all information that is important to developing the oversight strategy for the project. The oversight manager develops a strategy for performing oversight on the project. The strategy is determined through an assessment of risk and it identifies key project artifacts that will receive additional oversight attention in response to the risk. It also helps to determine the final set of

project oversight artifacts/deliverables that will be tracked during the oversight effort using the OPM.

**Determine Oversight Management and Reporting Structure** – The level of oversight will determine the management and reporting structure that is necessary for the project. Table 2. Oversight Management Structure Matrix is used to determine the oversight management roles that are necessary given a specific oversight level.

*Table 2. Oversight Management Structure Matrix*

OVERSIGHT LEVEL	OVERSIGHT MANAGEMENT STRUCTURE				
	Agency Project Manager	Oversight Controller	Oversight Manager	Oversight Reviewer	Oversight Committee
0	✓	✓			
1	✓	✓	✓	✓	
2	✓	✓	✓	✓	
3	✓	✓	✓		✓

The application of the oversight methodology and the reporting of status will generally be based on the following:

- *Oversight Level 0:* Because of the low level of risk, there is no expectation for an outside oversight manager or oversight committee. The agency project manager determines whether to implement oversight on the project and then becomes responsible for it. In affect, oversight will be “self-applied”, meaning the project manager will oversee his/her own project. The project manager can obtain the oversight methodology and tools from the oversight controller. While the agency project manager report status based on the internal agency IT status report process, there is no reporting of oversight status.
- *Oversight Level 1:* The oversight controller makes the determination that an outside project oversight manager is required. The oversight manager works with the agency project manager to implement the oversight processes. There is no expectation for an oversight reviewer or oversight committee. Oversight status is only reported to the oversight controller.
- *Oversight Level 2:* The oversight controller makes the determination that an outside project oversight manager is required. The oversight manager works with the agency project manager to implement the oversight processes. Because there are only two organizations involved in the project, there is no expectation for an oversight committee. Instead, oversight status will be provided to an oversight reviewer who will be the key stakeholder of the project (typically a member of agency executive management) Oversight status is also reported to the oversight controller to allow for monitoring higher risk projects across the state.
- *Oversight Level 3:* The oversight controller makes the determination that an outside project oversight manager is required. The oversight manager works with the agency project manager to implement the oversight processes. Because there are three or more organizations involved in the project, it is very important that an oversight committee

(comprised of all project stakeholder representatives) be involved. Oversight status will be provided to the committee by the oversight manager during monthly oversight committee meetings. Oversight status is also reported to the oversight controller to allow for monitoring higher risk projects across the state.

**Determine Oversight Information Demands-** The oversight demand for information simply provides expectations of the quality and characteristics of information that will be produced as part of developing the project artifacts/deliverables. This will serve as a guide to the oversight manager during the evaluation of project deliverable quality, performed as part of the Oversight Implementation Process. Using the oversight level identified in the Oversight Level Qualification Process, the oversight manager will determine the associated oversight information demands using Table 3. Oversight Information Demand Matrix.

*Table 3. Oversight Information Demand Matrix*

GENERAL CHARACTERISTICS							
Oversight Level	Description	Activity	Structure	Organization Information		Product/Service Information	
				Content	Priority	Content	Priority
0	Minimal risk with few people, generally would support informality.	Low	Informal	Brief	Low	Detail	High
1	Minimal risk with few people, generally would support informality.	Low	Informal	Brief	Low	Detail	High
2	More risk, more people, generally needs more formality, information is brief yet thorough.	Low-Med	Formal	Brief-Detail	Med-High	Detail	High
3	Definite risk with many people, demands structure and detail to communicate effectively at all levels.	Med-High	Formal	Detail	High	Detail	High

The information in this table provides expectations of the activity, content, structure and priority of the artifacts/deliverables that will be used to populate the OPM. A definition of each of these information demand characteristics is found in the Table 6. Information Demand Characteristics Definitions

*Table 4. Information Demand Characteristics Definitions*

CHARACTERISTIC	DESCRIPTION	VALUES
Activity	The reference to "activity" is with respect to project and product information being passed within and between project groups. It is also the degree that information, such as requirements, will change. This activity can also be thought of as "information churn". A smaller project is the information may not be as varied and interdependent, therefore the level of activity may be generally thought of as low. Much of the information sharing occurs at an implicit level. In a larger project, the interdependency for project groups sharing information is high. Therefore there will be a rise in explicit information and more overt sharing of information.	High Med Low
Structure	Regardless of project size, it is always necessary to handle information distribution, modifications, additions, and deletions. However as projects grow so do the demands to sharing information. This, in turn, increases the need for a more structured, formal means of developing the information and making it available. For large projects, the synchronization of versions of information becomes more important. This means methods techniques and tools have to be in place to control and manage the synchronization. A key underlying need is always to maintain and find the right information in an efficient way.	Informal Formal
Content	The amount of content in an explanation can vary with the size of the project. More detail is needed for a larger project because of the need to be more explicit. This helps the reader understand the information. In a large project, the expectation to go and ask the writer what they mean may not be an option. Also there is the real concern with providing proper documentation. This is particularly true when taking into consideration the legal necessity to be thorough. A large internal project may be able to avoid being so meticulous but with contractors and vendors, information must be explicit.	Brief Detail
Priority	Priority is established based on level of necessity to have this information available. The oversight baseline model provides a list of all possible artifacts/deliverables for an IT project. While all of the information provided by these is important, it is important in varying degrees. For instance, information that describes the delivered product is critical, while project organization information is not as important.	High Med Low

**Determine Oversight Status Review Frequency** – The oversight status review is defined as a meeting of project stakeholders with the oversight manager and agency project manager with the expressed purpose of communicating project issues that have been identified through the oversight processes. It has been determined that most projects, regardless of oversight level, will require a monthly review of oversight status. Less frequent reviews may lead to a delay in addressing critical project issues. More frequent reviews may be impractical due to difficulties associated with bringing all project stakeholders together more often than once a month.

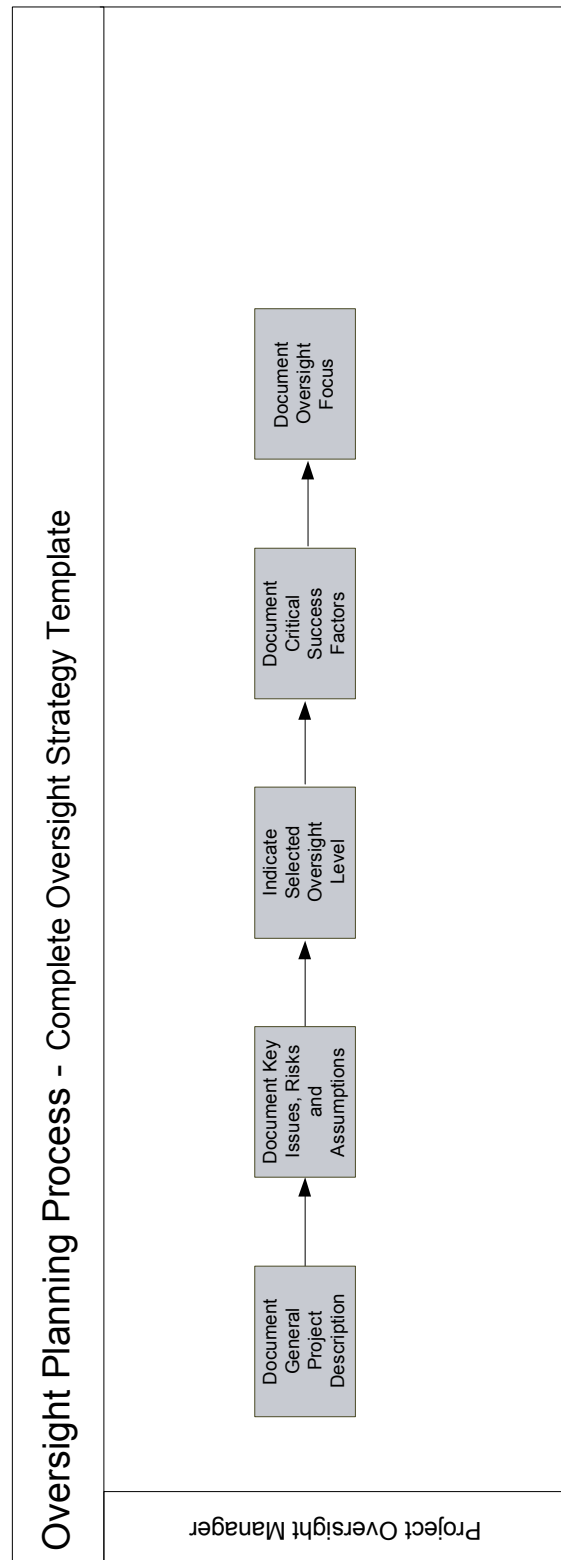
While most project will require monthly oversight status reviews, there may still be situations where more or less frequent meetings are necessary. This will depend upon the following factors:

- **Frequency of Major Milestones:** A project involving frequent delivery of major milestones may require more frequent reviews. This will be determined by a review of the overall project schedule.
- **Project .Schedule Length:** A project schedule that is very short may require more milestones in a shorter period of time. This increase in project deliveries may require a more intensive oversight effort and more frequent review of oversight status.
- **Fast Approaching Project Deadline:** As a project approaches critical deadlines, the frequency of oversight status reviews may increase. This is especially true when the deadline is immovable such as in the case of Y2K or a federally mandated deadline such as with HIPAA.

**Complete Project Oversight Plan Document** – The Project Oversight Plan is the key document produced in the oversight methodology. It provides guidance for the entire oversight effort for the project. An example of this document is found at ***MPOP Oversight Plan Document Example.doc***. This example provides a standard format, set of document section headings, and information that is common to all oversight plans regardless of the unique characteristics of a particular project. This will give each oversight plan a common look and feel as well as standardized organization. Instructions for completing the Oversight Plan Document is provided in the Complete Project Oversight Plan Document sub-process.

Note: Using the information collected in the Oversight Strategy Template the oversight strategy can be developed and included in the Oversight Plan Document.

## COMPLETE OVERSIGHT STRATEGY TEMPLATE





The developing the oversight strategy is essential to a successful oversight effort that is focused on the deliverables and processes that require additional attention. Using the Oversight Strategy Template as a guide will help ensure that all important elements of the oversight strategy are reviewed. The following process steps must be followed to aid in this documentation:

**Document General Project Description** – Input a one or two paragraph description of the project. This should include why the project exists, the needs addressed by the project, a high level description of the functions and features of the products produced and any state laws or directives that have created the need for the project.

**Document Key Issues, Risks, and Assumptions** – Input the issues, risks and assumptions that are identified as the most important. These will tend to drive the project and must be given special attention throughout. The oversight strategy should focus on these areas. This information is collected in the Oversight Level Questionnaire and can be borrowed from it.

**Indicate Selected Oversight Level** – Check off the oversight level that applies to this project. This was determined during the Oversight Initiation Process risk assessment and oversight level determination.

**Document Critical Success Factors** – Input a description of the critical success factors for the project. These can be determined through a careful assessment of the high level risk areas for the project. Risk mitigation strategies will often point to the critical success factors of a project.

**Document Oversight Focus** – Input a description of the project deliverables and processes that will require increased and more frequent oversight attention during the course of the project.

## *OVERSIGHT STRATEGY TEMPLATE*

### Template Overview

This template is to be used as a guide to developing the oversight strategy. This strategy will provide direction to the oversight planning efforts. From the information gathered in this template the oversight strategy is written and included in the oversight plan.

### Template Sections

The Oversight Strategy Template will include the following sections:

- General project description
- Key issues, risk and assumptions
- Selected oversight level
- Critical Success Factors
- Oversight focus

### Template Form Sample

The Oversight Strategy Template provides a vehicle for documenting the oversight strategy details in an electronic format. The visual representation of the Oversight Strategy Template, provided here, is followed by the detailed description of its contents. The oversight manager may access ***MPOP Oversight Strategy Template.dot*** for electronic entry of the Oversight Strategy detail.

# Oversight Strategy Template

GENERAL PROJECT DESCRIPTION			
Key Issues, Risks, and Assumptions			
Issues			
Risks			
Assumptions			
Selected Oversight Level			
Level 0	<input type="checkbox"/>	Level 3	<input type="checkbox"/>
Level 1	<input type="checkbox"/>	Level 4	<input type="checkbox"/>
Critical Success Factors			
Oversight Focus			
Deliverables			
Processes			

## Template Detail

### Section I – General Project Description

A general description of the project.

### Section II – Key Issues, Risks and Assumptions

Issues, risks and assumptions that will affect the oversight strategy and planning. This information will help identify where the focus of oversight should be.

- *Issues:* Problems or concerns that are known at the outset of the project
- *Risks:* Known aspects of the project or project environment that have the potential to cause schedule, budget overruns or other difficulties with the project
- *Assumptions:* Information about the project or project environment that can affect decision making.

### Section III – Selected Oversight Level

This is the oversight level selected during the TCO/ROI risk assessment process.

### Section IV – Critical Success Factors

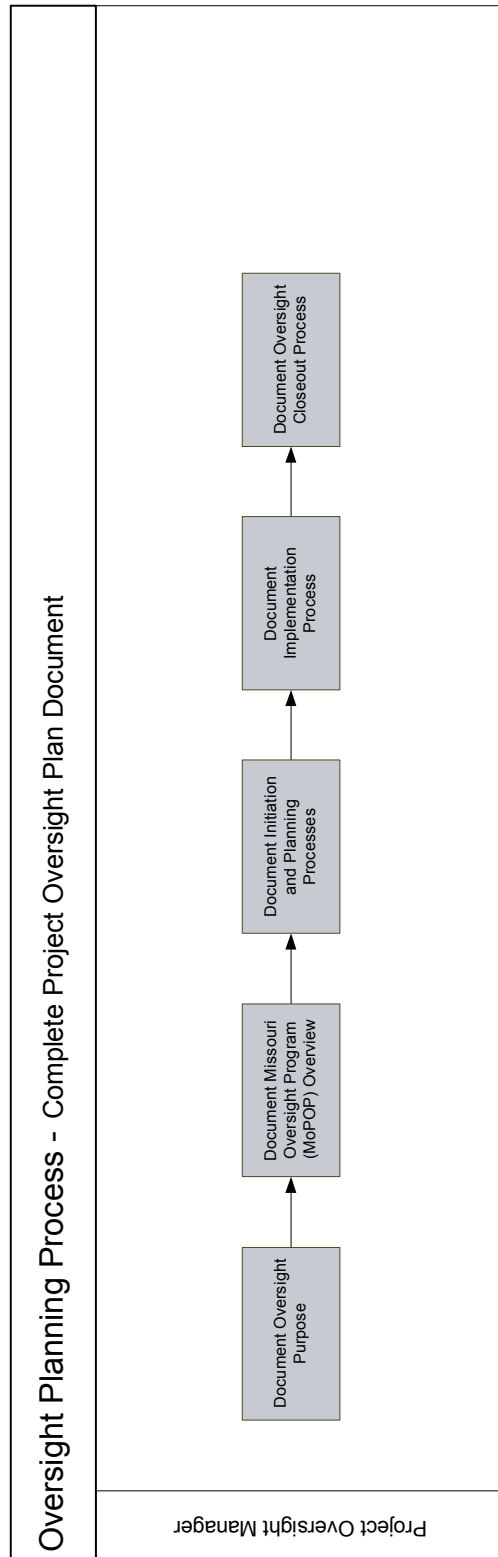
This section provides a description of the critical success factors for the project. This will help to identify the oversight focus of the following section.

### Section V – Oversight Focus

This is a description of the main management focus regarding the oversight methodology. Based on the risks of the project certain deliverables and processes will receive additional focus to ensure their successful completion.

- *Deliverables:* Documents or information produced through the course of the project
- *Processes:* Management or product development activities designed to accomplish a project task.

# COMPLETE PROJECT OVERSIGHT PLAN DOCUMENT



Using the Oversight Plan Document Example as a guide will help ensure that all important elements of the oversight plan are included in the final Oversight Plan Document. The Oversight Plan Information Example can be found at ***MPOP Oversight Plan Document Example.dot***, and can be used to develop the electronic version of the document. The following process steps must be followed to aid in this documentation:

**Document Oversight Purpose** – Develop a statement of the Oversight purpose for this project. The Oversight Plan Document Template provides a standard write-up for the oversight purpose that is suitable for most projects. However, the oversight manager may wish to add information specific to each particular project.

**Document Missouri Oversight Program (MPOP) Overview** – The Oversight Plan Document Example provides a standard write-up for the MPOP overview and will be sufficient for all projects.

**Document Initiation and Planning Processes** – Document project-specific information pertaining to the initiation and planning processes of the project. Included will be the following sub-sections:

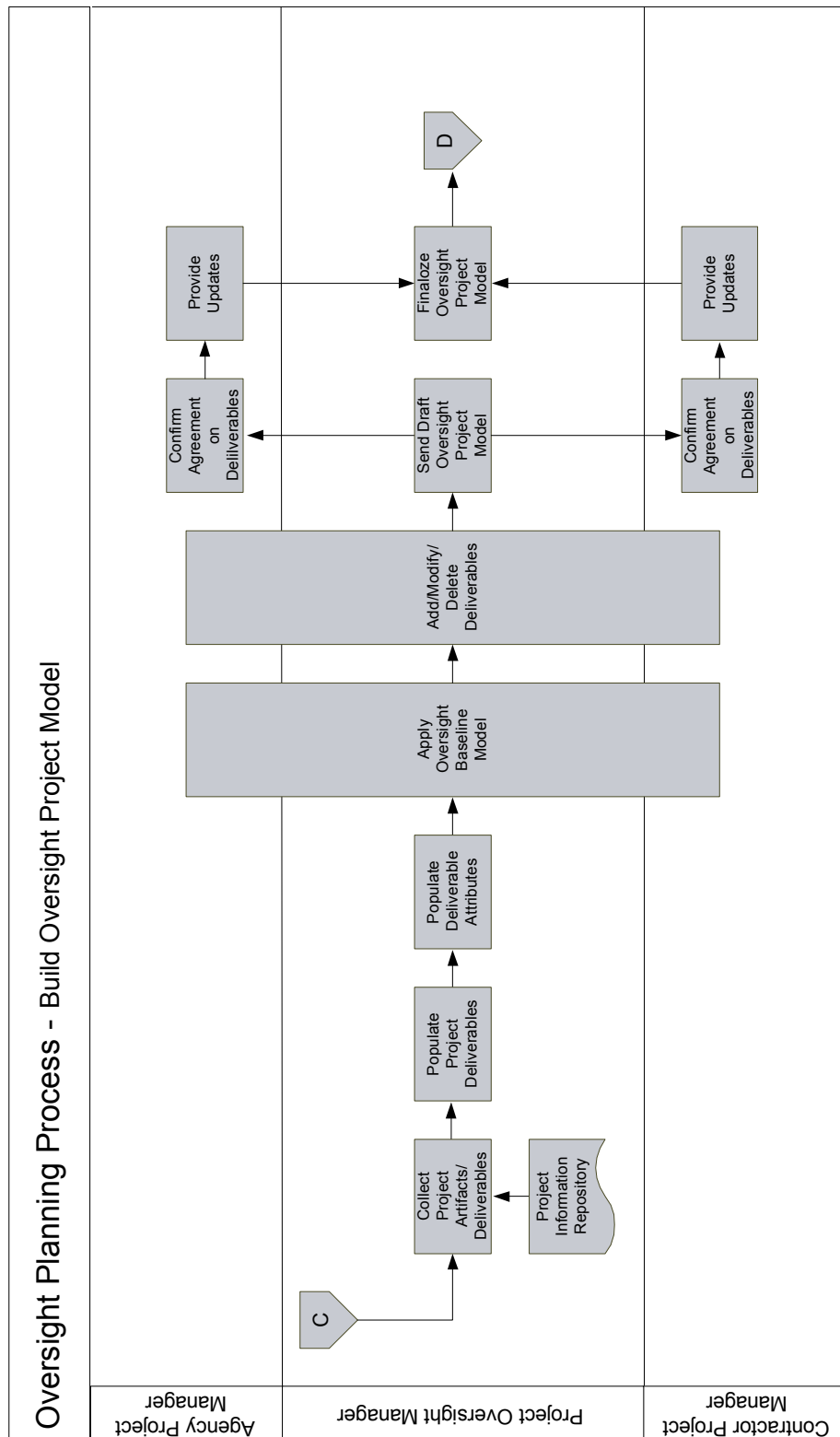
- Oversight management roles and reporting structure
- Identification of Oversight Committee members (if applicable)
- Oversight communication channels
- Oversight Project Model description
- Project Critical Success Factors

**Document Implementation Process** – The Oversight Plan Document Example provides a standard write-up for the MPOP Implementation Process and will be sufficient for all projects. There should be few if any changes to this section. This includes descriptions of the following:

- Proactively Monitor Performance
- Evaluate Quality
- Update Project Model
- Provide Recommendations
- Project Manager Support
- Establish Communications Through Comprehensive Reporting

**Indicate Selected Oversight Closeout Process** – The Oversight Plan Document Example provides a standard write-up for the oversight closeout process that is suitable for most projects. However, the oversight manager may wish to add information specific to each particular project.

## BUILD OVERSIGHT PROJECT MODEL



This sub-process is triggered by:

- Completion of the Oversight Plan Document
- The need to begin the Oversight Implementation Process

**Collect Project Artifacts/Deliverables** – Using the documentation found within the Oversight Information Repository, search for and collect all project artifacts/deliverables. Generating this compilation of artifacts/deliveries involves the careful, page-by-page examination of these documents. This is started by identifying all nouns in the documents. Each noun is then assessed by the oversight manager as to its qualification as an actual project artifact or deliverable.

**Populate Project Deliverables** – While all project artifacts are important, the deliverables are the primary focus of 90% of the Oversight Implementation Process. As a result, the OPM is populated with project deliverables. The key objective of the OPM is to provide an organized view of the project. This step involves organizing the project deliverables into the OPM. An electronic example of an OPM is provided in a Microsoft Excel spreadsheet, *MPOP Oversight Project Model Example.xls*. The deliverables will be inserted into a spreadsheet using the same general format and organization as is found in this example.

Since projects are in existence to produce products/services, the products/services are identified and the project deliverables are categorized under them. Breakdown of products/services into product components further helps to organize deliverables into manageable pieces of the project. The following is a list of products/services categories into which most IT project deliverables will fall. Since each project is unique, each one may have more or fewer product/service category names:

- Project Management
- Infrastructure Development (Environments)
- Software Development
- Quality Assurance
- Data Conversion/Migration
- System Deployment
- Training
- Support Services

Each of these can be broken into product components. This decomposition will vary for each project. Some projects will require multiple product components, while others will require none because all deliverables fit neatly under a product/service category. For instance, Software Development product/service may be decomposed into Analysis, Design, Coding, and Test. This would be due to a large number of deliverables that are easily distinguished into product components. At the same time, the Training product/service may be very simple with very few deliverables. In this situation, no product component will be needed.

**Populate Deliverable Attributes** – Each deliverable is populated into the OPM with associated information that allows for the monitoring of project progress and quality. These pieces of information are referred to as deliverable attributes. These include:



- Dependencies
- Quality Points
- Status
- Responsible Party
- Deliverable Requirement

A description of dependencies, quality points, status and their use is provided in the Oversight Implementation Process.

The responsible party is simply the name of the person or organization that is responsible for delivery of the deliverable. If the deliverable requirement is contractually binding, then for contractual purposes it is very important that there be complete agreement on the responsible party attribute. Clear consensus should be reached by the agency project manager and contractor project manager at the outset of the project, because future disputes over deliverable responsibility can have very negative impacts on the project schedule.

The Deliverable Requirement attribute provides a reference to the document where the deliverable requirement was found during the Collect Project Artifact/Deliverable step. These two artifacts are typically static information that is very valuable as a quick reference.

**Apply Oversight Baseline Model** – At this point, the OPM must be verified by the oversight manager, agency project manager, and contractor project manager (if applicable). For the OPM to be an effective tool a consensus must be reached regarding the final list of deliverables and associated attributes. Otherwise, all parties will have varying expectations and usefulness of the OPM will be severely hampered

It is important to remember that the most important element of the oversight methodology is the creation, maintenance, and application of the OPM. As a means to develop the OPM and ensure its accurate reflection of the project, the methodology utilizes an oversight baseline model. This model is simply a predefined set of project deliverables and deliverable attributes that are typically produced as part of IT projects. The makeup of the model is based upon oversight experience on previous projects and project management best practices. The complete oversight baseline model is found in Appendix A.

The application of the model involves its use as a checklist. Once the OPM is fully populated with deliverables and deliverable artifacts, the model is used to determine if the set of deliverables is complete given the unique needs of the project. The oversight manager must walkthrough the baseline model and answer two questions for each deliverable:

- Has the deliverable been populated in the OPM?
- If not, should it become a deliverable in the OPM?

The oversight manager must be aware that the baseline model deliverable name and the OPM deliverable name may be different, but the purpose of the two differently named deliverables is the same. If the deliverable is already present in the OPM, then it can be “checked off” in the baseline model. If not found in the OPM, then the baseline model deliverable is “checked off” when determination has been made for question 2. Through this process it is expected that an OPM that is approximately 90% complete can be generated.

**Add/Modify/Delete Deliverables** – Depending on the nature of the project, there may be additional deliverables that have been omitted. These may be added and tagged as recommended deliverables. In addition, further review of all OPM information may reveal the need to delete a deliverable. With changes to the deliverables comes the potential need to modify the deliverable dependencies and quality points.

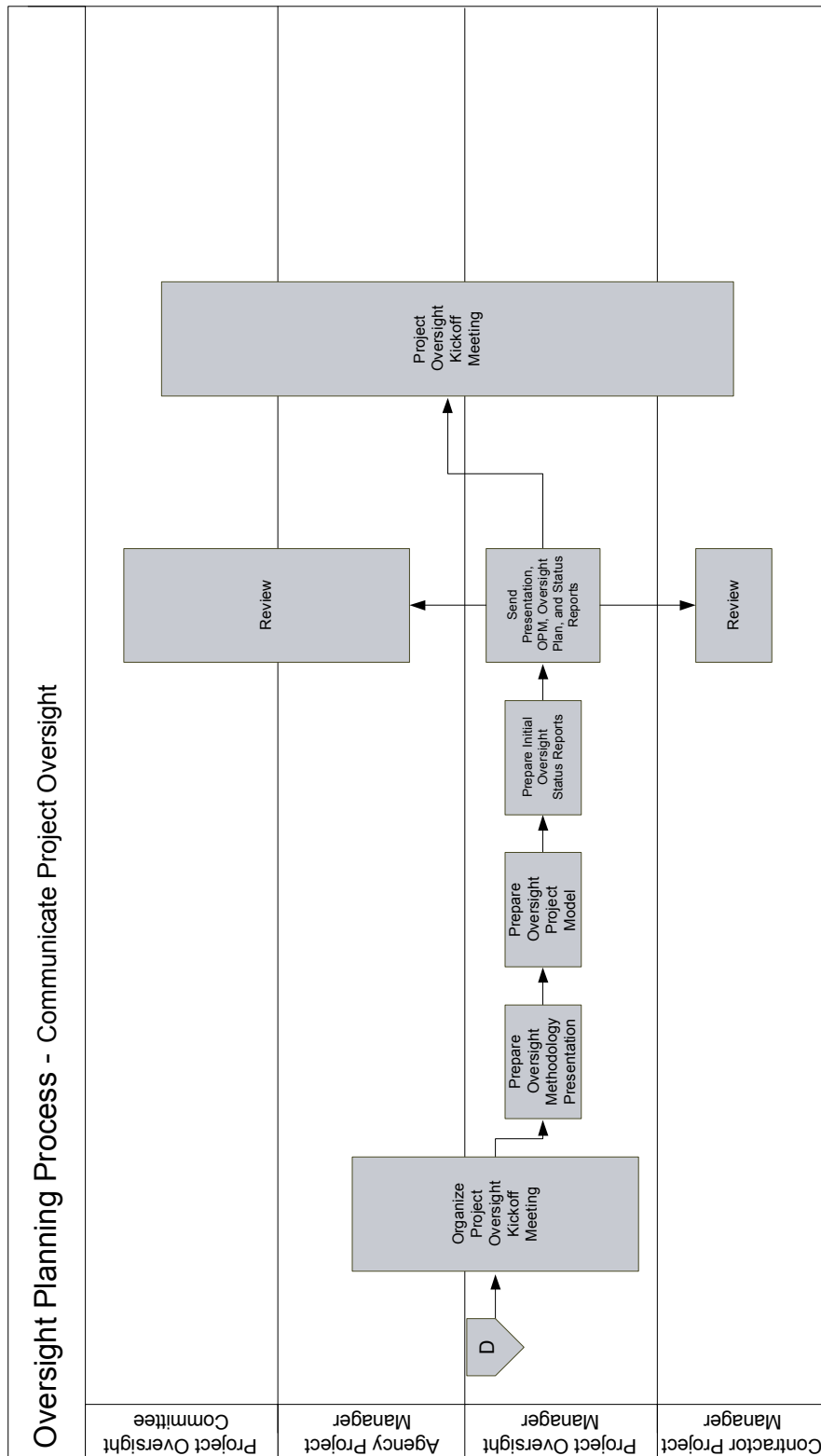
**Send Draft Oversight Project Model** – It is the responsibility of the oversight manager to send the draft OPM out to the agency project manager and contractor project manager for a final review.

**Confirm Agreement on Deliverables** – Both the agency project manager and contractor project manager must review the OPM and confirm agreement with the oversight manager on its accuracy. Through confirmation all parties are agreeing that the OPM is a valid tool for oversight.

**Provide Updates** – In the event of a disagreement on the OPM, the agency project manager and/or the contractor project manager must send recommended updates to the oversight manager.

**Finalize Oversight Project Model** – The oversight manager will review the recommended updates and make the OPM changes if all parties confirm agreement.

## COMMUNICATE PROJECT OVERSIGHT



This sub-process is triggered by:

- Completion of the Oversight Project Model and the Oversight Plan

**Organize Project Oversight Kickoff Meeting** – The oversight manager and the agency project manager will coordinate a date, time and facility for an oversight kickoff meeting. The purpose of this meeting is to communicate all elements of project oversight to the project stakeholders.

**Prepare Oversight Methodology Presentation** – This presentation should provide an overview of the concepts and processes involved in the oversight methodology. A template presentation has been prepared and is found in ***MPOP Oversight Methodology Presentation.ppt*** In preparing the presentation, the oversight manager may want to include project-specific information.

**Prepare Oversight Project Model** – The OPM should be ready for application. Any final changes should be completed.

**Prepare Initial Oversight Status Reports** – The initial Oversight Summary Status Report and Oversight Issues Report should be created and ready for presentation.

**Send Presentation, OPM, Oversight Plan, and Status Reports-** All presentations and oversight tools should be sent to all meeting attendees for their review before the kickoff meeting. It is best if this is sent at least 48 hours prior to the meeting.

**Review** – The oversight kickoff meeting attendees should review the presentation information in preparation for the meeting. This will allow them to prepare questions for the oversight manager. This will enhance communication of oversight.

**Project Oversight Kickoff Meeting** – It is very important that the project stakeholders understand the oversight methodology and its purpose. In addition they should be aware of how oversight will benefit the project. The kickoff meeting will require about 2 hours to present the oversight methodology and concepts, the Oversight Project Model, and the status reports and reporting process.

## CHAPTER 3: OVERSIGHT IMPLEMENTATION PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Implementation Process. This process is a precursor to the Oversight Closeout Process.

### OVERVIEW

While the Initiation and Planning processes are aimed at preparing for oversight activities, the Oversight Implementation Process encompasses all activities necessary to apply the oversight methodology to the project. Much of the implementation process involves the use of the Oversight Project Model (OPM) and the various status tracking and reporting tools. The process is comprised of the following sub-processes.

- Monitor Deliverable Dependencies
- Evaluate Deliverable Quality
- Report Oversight Status
- Complete Oversight Summary Report
- Complete Project Improvement Plan Template
- Complete Oversight Issues Report
- Complete Oversight State Projects Rollup Report
- Monitor Issues/Actions

### SUB-PROCESSES & TEMPLATES

Each sub-process follows the same format:

Process Model

Process Detail

Template (if applicable) - There are no templates as of this draft.

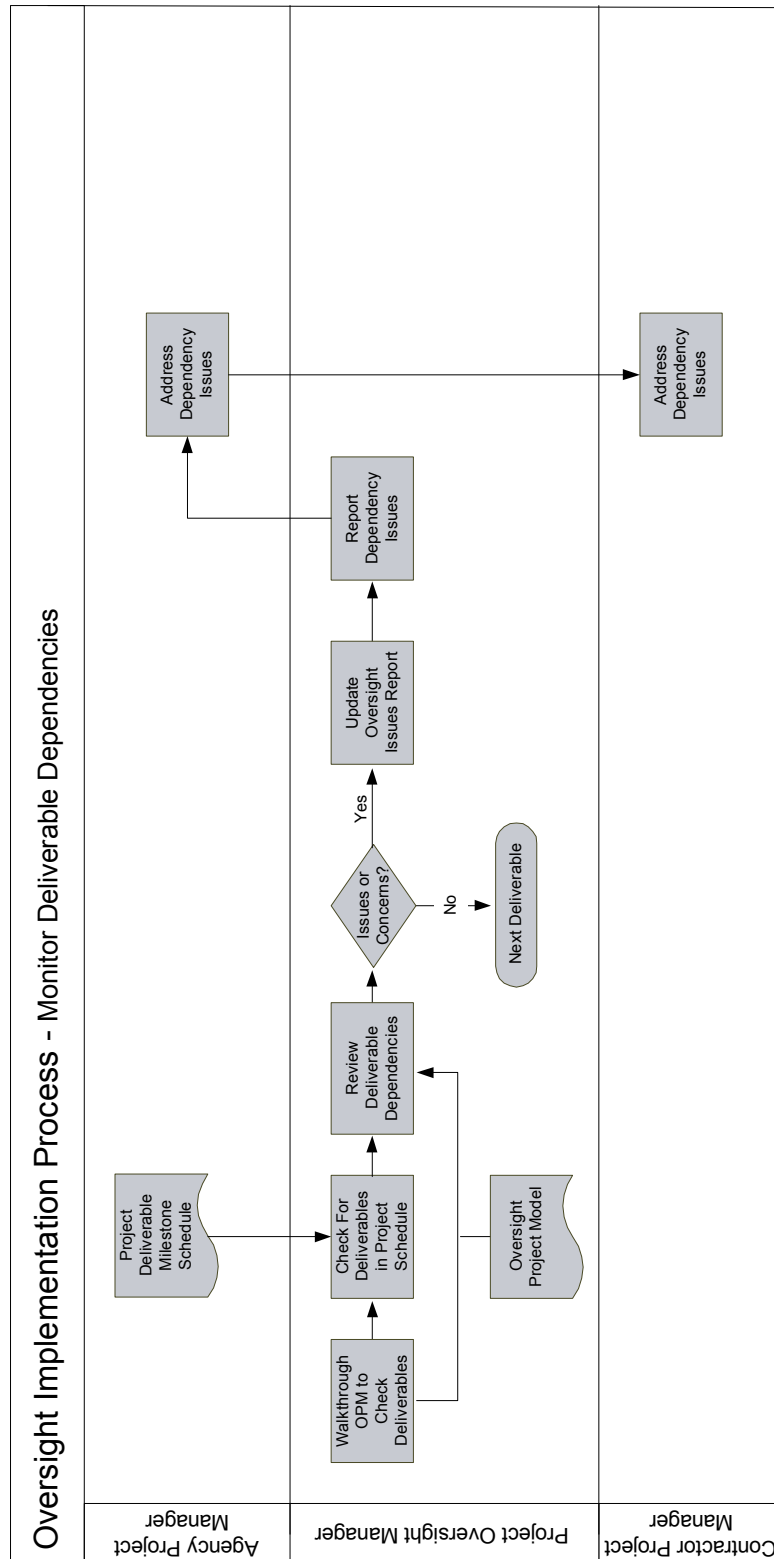
Overview

Sections

Sample Template Form

Template Detail

## MONITOR DELIVERABLE DEPENDENCIES



This sub-process is triggered by:

- A regular cycle of reviewing project deliverables

A simplistic view of project oversight includes project monitoring and reporting of status based on the current situation. This provides a view into past performance that has led to the current “snapshot” of project status. It is possible to identify problems and issues, report them, and provide recommendations targeted at their remediation. The problem with this approach is there is no mechanism with the purpose of foreseeing and avoiding the problems and issues in the first place. An ounce of prevention is worth a pound of cure.

The Missouri Oversight Methodology includes this simple monitoring and reporting function, but it also takes a more proactive approach through the use of forward-looking reviews. This is made possible by identifying dependencies for each deliverable. Dependencies are simply activities or deliverables that the future deliverable is dependent upon. Dependencies allow for the oversight manager to look ahead in the schedule, identify deliverables that are due in the distant future, and point the project manager in the direction of key activities that must be accomplished in the near future to support that delivery.

The argument can be made that this is really a project management task. This is true, however project managers often become embroiled in the details of immediate issues. When this occurs, other lower priority tasks can be lost in the chaos. It is the job of the oversight manager to keep the project manager focused on the big picture view of the project and help prevent these tasks from being overlooked. If not tended to in the present, some of them can create larger project delays later in the schedule.

On a regular basis, the oversight manager must review the schedule to identify upcoming deliverables. A careful examination of each deliverable’s dependencies listed in the OPM will point to tasks or deliverables that require near term attention

**Walkthrough OPM to Check Deliverables** – The oversight manager will walkthrough the OPM and identify each deliverable.

**Check For Deliverables In Project Schedule** – For each deliverable in the OPM, search the project schedule for the same deliverable.

**Review Deliverable Dependencies** – Review the deliverable dependencies to identify activities or deliverables that the target deliverable is dependent upon. A determination must be made as to whether the dependency is on schedule or not. Search the project schedule to find the dependency in the task list. Determine whether it has been started on time and/or is progressing toward a timely completion. If the dependency is not included in the project schedule this may indicate an oversight in project planning.

**Update Oversight Issues Report** – If there are concerns regarding the scheduled completion of the dependency or if the dependency is not present in the schedule, then on-time delivery of the deliverable may be in jeopardy. If the deliverable is part of the critical path for the overall project, then the implications of the late dependency delivery may be very significant.

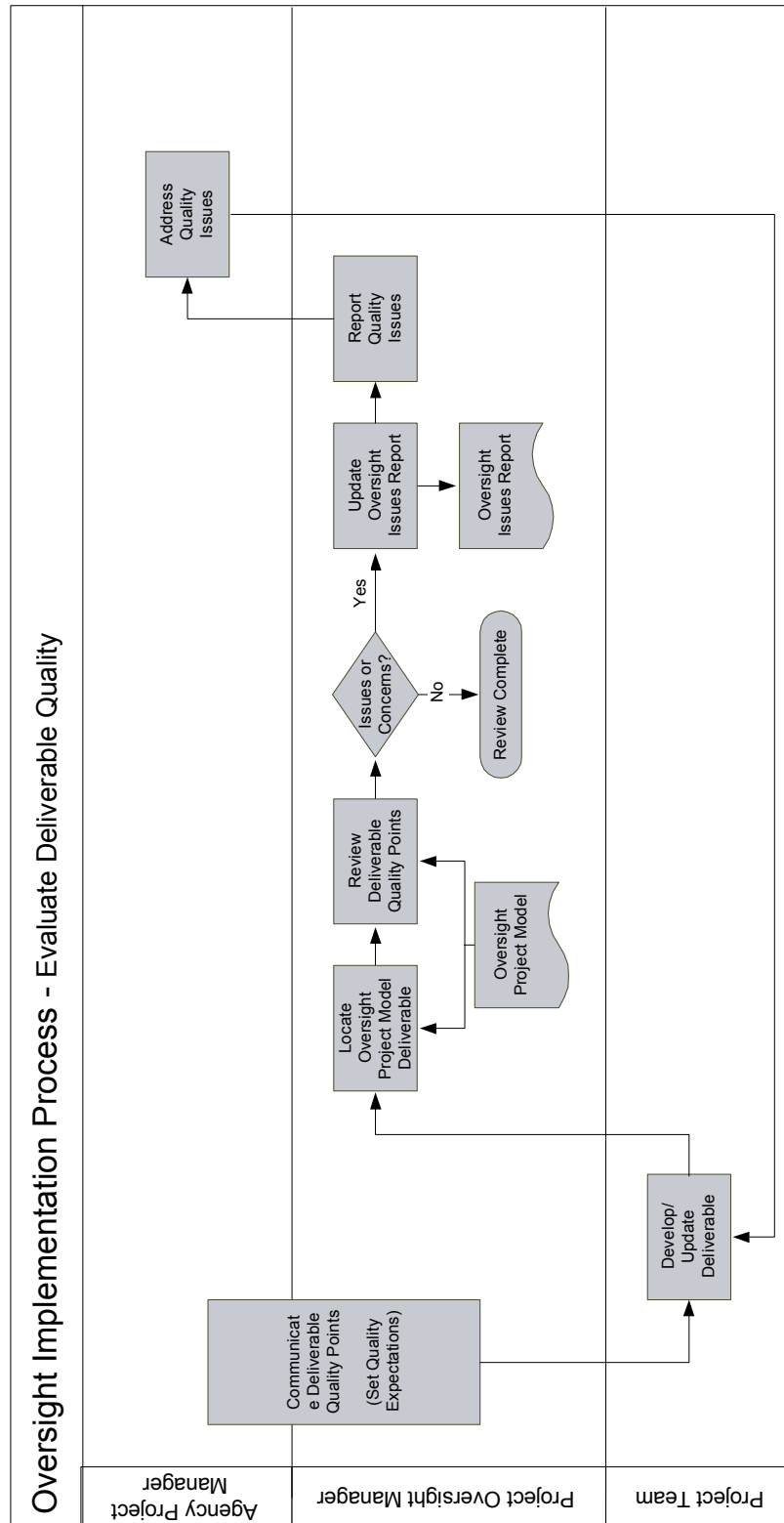
The oversight issues report that is generated each month (See Report Oversight Status Sub-Process) should be updated to include any new dependency issues discovered during this dependency review.

**Report Dependency Issues** – Using the oversight issues report, the new dependency issues are immediately reported to the agency project manager. This ensures that the issues will receive attention in a timely manner and help avoid future project delays.

**Address Dependency Issues** - The agency project manager must determine how to address the issues and assign ownership to them. If the contractor is responsible for the dependency in question, then the issue is handed over to the contractor project manager. The oversight issues report will be used in the future to track the dependency issues and obtain status updates on their resolution.



## EVALUATE DELIVERABLE QUALITY



Quality is typically defined by the content, accuracy, and completeness of project deliverables. With the exception of the major schedule milestones and budget, project oversight for Missouri is not intended to delve into the lower level details of a project. Therefore, quality from an oversight perspective is defined only by content and completeness. The oversight manager is not expected to obtain a level of knowledge that allows for an evaluation of accuracy. This is left for the project managers and technical team.

Note: This program has been developed to address the oversight processes expected for a majority of IT projects. However, there may be projects that are atypical and may require Independent Verification & Validation (IV&V) activities that are performed by the oversight manager. If the IV&V activities are highly technical in nature, it may require the services of additional technical personnel that work with and are directed by the oversight manager.

The evaluation of quality is accomplished using the OPM and the project deliverables that have been collected. The quality factors identified and included for each deliverable are used to assess whether the essential elements of the deliverable have been considered and/or included. They also help to evaluate the quality of the project processes involved in producing the deliverable. The oversight manager uses the list of quality factors as a checklist. Reviewing the quality factors naturally spawns questions in relation to the quality of an artifact. For example, the quality factors related to a software test plan include a minimum of:

- Test team appointments
- Test schedule
- Test environment description
- Test cases
- Test scripts

Using the test environment description as an example, to produce this element of a test plan, the technical team must identify testing location, facilities, equipment, operating system, software product version number, etc, all of which are critical to running a test. If the test plan does not include a test environment description then the quality of the test planning and coordination effort is suspect. Likewise, if test scripts are not included, then test consistency and repeatability is not possible, thus reducing the test quality. Similar assessments of quality are possible for all aspects of a project through the inspection of the artifact quality factors.

There are two aspects to this sub-process that are triggered in two different ways:

- It is important that the quality points get communicated to the deliverable responsible parties in order to set expectations. This is triggered by the start date designated in the project schedule for the deliverable. This triggers the “Communicate Deliverable Quality Points” step.
- The completion of a deliverable is the trigger for reviewing the deliverable quality which starts with the “Develop/Update Deliverable” step.

**Communicate Deliverable Quality Points** – To ensure that expectations for deliverable quality points are understood, the oversight manager must communicate them to the project team. The project contract should include deliverable expectations and this should be

reviewed. This will help ensure that the deliverable will be produced according to the needs of the project and both the oversight manager's and agency project manager's expectations.

**Develop/Update Deliverables** – The project team (either agency or contractor staff) will produce or update the deliverable as per the project plan.

**Review Deliverable Quality Points** – This step involves a review of the deliverable and inspection using the predefined quality points. The oversight manager locates the deliverable in the OPM. The listed quality points are used as a checklist to ensure that all important aspects of the deliverable have been addressed.

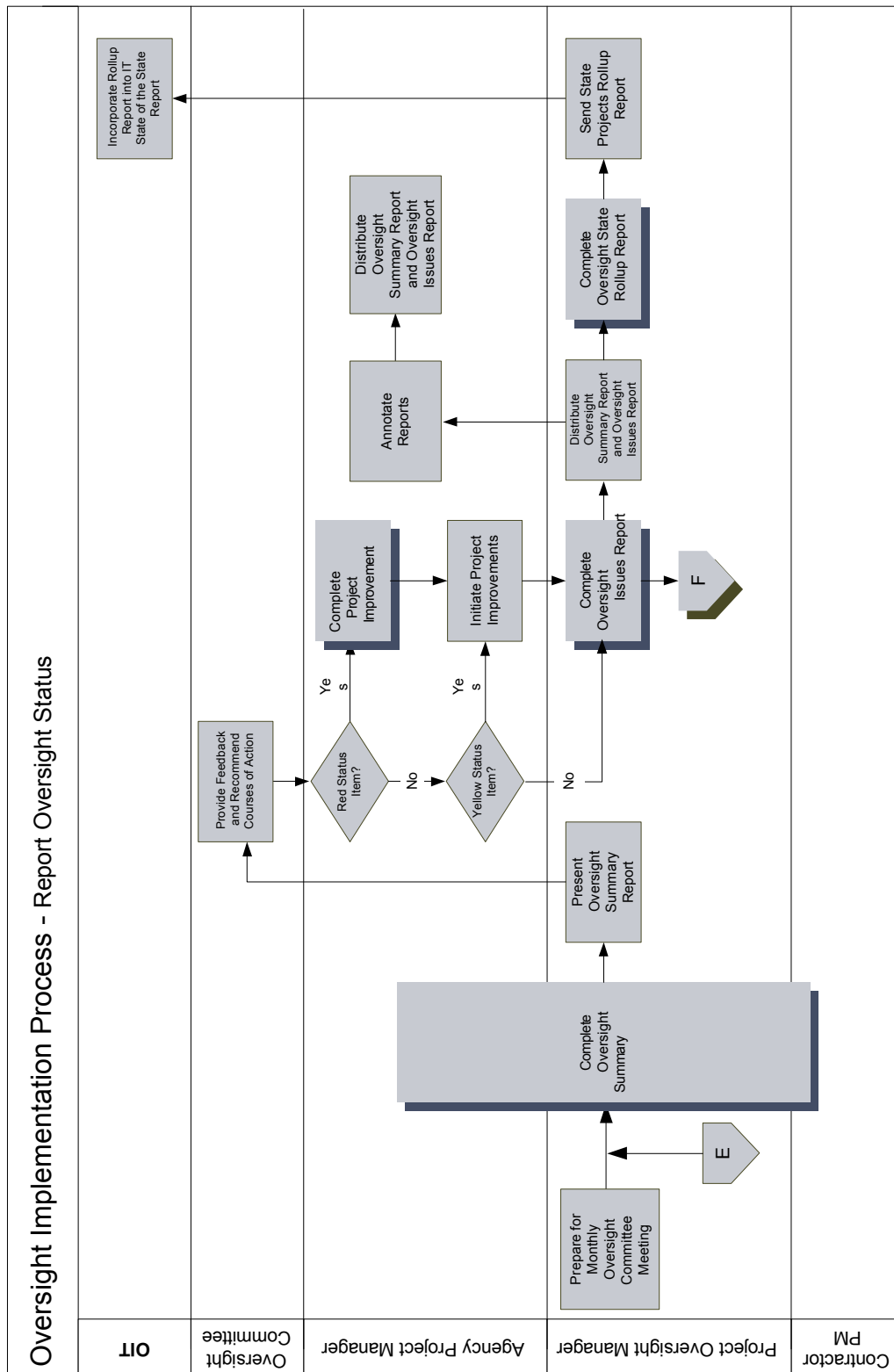
**Update Oversight Issues Report** – If there are concerns regarding deliverable quality, it may lead to more critical issues related to the actual process, product, or service being addressed in the deliverable. The oversight issues report (See Report Oversight Status Sub-Process) should be updated to include any new quality issues discovered during this quality review.

**Report Quality Issues** - Using the oversight issues report, the new quality issues are immediately reported to the agency project manager. This ensures that the issues will receive attention in a timely manner and help avoid future project delays.

**Address Quality Issues** - The agency project manager must determine how to address the issues and assign ownership to them. If the contractor is responsible for the quality issue, then the it is handed over to the contractor project manager. The oversight issues report will be used in the future to track the quality issues and obtain status updates on their resolution.

Resolution of quality issues will result in an update to the deliverable. Once the update is complete it must go back through this review cycle to ensure the quality points have been addressed.

## REPORT OVERSIGHT STATUS



This sub-process is triggered by:

- The monthly oversight status reporting cycle

This sub-process description assumes the use of an oversight committee. Though there will be many projects without oversight committees, for clarity sake this assumption was made. For those projects without an oversight committee, an Oversight Reviewer can be substituted. The primary project stakeholder (Usually an upper level agency manager) typically fills this role, which is described in the roles and responsibilities section of the MPOP Manual, Part I.

The oversight manager is responsible for reporting status on three different levels to three different audiences, the agency project manager, the oversight committee or oversight reviewer, and the Office of Information Technology. There are also three different tools for reporting this status:

- Oversight Summary Report
- Oversight Issues Report
- Oversight Projects Rollup Report

The Oversight Summary Report is intended for the Oversight Committee and is presented at the regularly scheduled oversight committee meetings. It is focused on the overall health of the project at a relatively high level. The Oversight Issues Report is a report that summarizes the areas of concern generated when developing the Oversight Committee Status Report. It provides additional status detail, a listing of issues from the oversight committee meeting, and recommended courses of action. The Oversight State Projects Rollup Report is a very high level report intended for the OIT. It provides a summary view of all IT projects across the state to which project oversight is applied.

**Complete Oversight Summary Report** – Using the report example as a guide, the oversight manager can generate the Oversight Summary Report.

**Present Oversight Summary Report** – The oversight manager will provide a presentation of oversight status during the oversight committee meeting.

**Provide Feedback and Recommended Courses of Action** – The oversight committee meeting will include a discussions of high risk issues and potential actions. The oversight committee is a managerial body that helps provide direction to the project. As such it may provide recommended courses of action for all issues.

**Complete Project Improvement Plan Template** – In the case of a red status item, the oversight committee will require that a Project Improvement Plan be developed. Completion of this template by the agency project manager will help ensure that all improvement plan information will be provided.

**Initiate Project Improvements** – The improvement plan will provide steps necessary to resolving the issue. The agency project manager distributes the improvement plan to the responsible party and ensures that the improvements are initiated. The agency project manager also initiates project improvements in the event of a yellow status item.

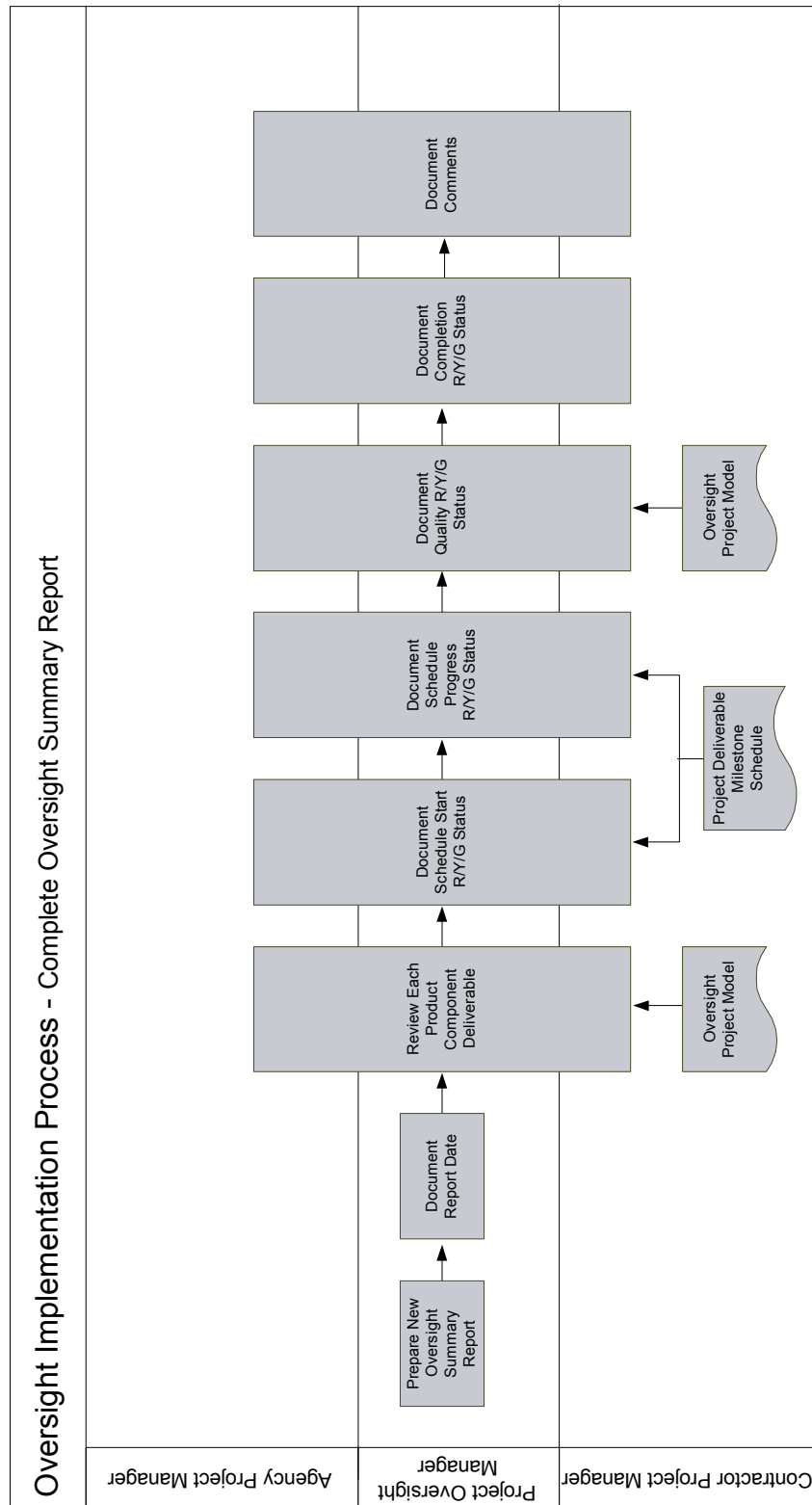
**Complete Oversight Issues Report** - Using the report example as a guide, the oversight manager can generate the Oversight Issues Report. This report is then used to track and monitor status of issues during the time span between oversight committee meetings.

**Distribute Oversight Summary Report and Oversight Issues Report** – Once completed, the Oversight Summary Report and the Oversight Issues Report are distributed to all project stakeholders.

**Complete Oversight Projects Rollup Report** - Using the report example as a guide, the oversight manager can generate the Oversight State Projects Rollup Report. It will help ensure all necessary information is included in the report.

**Incorporate Rollup Report into IT State of The State Report** – The Missouri Office of Information Technology (OIT) will incorporate the status provided via the Oversight State Projects Rollup Report. This will provide OIT with a strong sense of the health of all IT project across all state agencies. This information will also be used for input into OIT monthly reports intended for the state budget and finance committee.

## COMPLETE OVERSIGHT SUMMARY REPORT



Once a month, designated project stakeholders meet to discuss project status at the oversight committee meetings. These meetings are a key element in the oversight process. It is from them that much of the project improvement is initiated. The oversight committee membership is comprised primarily of high-level management staff representing various organizations with a stake in the project. As stakeholders, these participants have a high level of vested interest in the success of the project. The monthly oversight meetings provide the opportunity for them to participate in the overall guidance of the project based upon the reported status.

In preparation for the oversight committee meetings, the Oversight Summary Report is generated. This report is highly effective because it summarizes the project into an easy to discern, single view of the project's many product and services. This helps to remove much of the complexity. By using color instead of text to indicate status, the overall state of the project health can be assessed at a glance. If details are needed to explain status, this is provided in the OPM and can be provided at the click of a mouse.

The agency project manager, oversight manager and contractor project manager perform a status assessment of the products and services provided in the OPM. The status is updated based upon the following criteria:

- *Green:* All deliverables are on schedule and have satisfactory quality.
- *Yellow:* Potential schedule overrun or questionable quality. Special attention in this area can prevent an impact to overall project budget/schedule.
- *Red:* Overrun on schedule or poor quality. Extensive effort or project scope change is needed to avoid overall project budget/schedule impact. Project Improvement Plan required.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with either schedule or quality.

To ensure that red status issues are addressed, the oversight committee requires that a Project Improvement Plan be assigned to the person responsible for the product, service or deliverable in red status. The improvement plan is a mechanism to initiate the actions taken to find a solution that will remedy the red status. It also ensures accountability.

Yellow status does not require an improvement plan. This is due to the fact that stepped-up normal activities will normally remedy the situation without any special effort.

Generating status inputs to the monthly Oversight Summary Report involves a status review meeting attended by the oversight manager, agency project manager, and contractor project manager (if applicable). The purpose of this meeting is to collect the current oversight status, record the status in the Oversight Summary Report, and prepare for the Oversight Committee Meeting (if applicable).

Using the Oversight Summary Report Example as a guide will help ensure that all important elements of the report are documented. The following process steps will aid in this documentation:

**Prepare New Oversight Summary Status Report** – In preparation for the oversight status review meeting, the oversight manager creates a new oversight summary status report using the



previous months report as a baseline. The status from the previous month's report will provide a starting point for discussing current status.

**Document Report Date** – Include the date when the Oversight Summary Report will be presented to either the oversight committee or the oversight reviewer.

**Review Each Oversight Project Model Deliverable** – For each product component listed in the report, the oversight manager will locate the deliverables for that product component in the OPM. By reviewing the status of each individual deliverable, an overarching status for the entire product component can be determined. Essentially the entire product component takes on the status of the deliverable with the highest level of concern. In other words, if all deliverables are green except for one with red status, then the entire product component will be given red status.

**Document Schedule Start R/Y/G Status** – Review the start date in the project schedule for all deliverables for each product component. If the deliverable actual start date was on or before the scheduled start date, then the status will be green. If the start date has passed and the deliverable has not been started, this is an indicator of a potential schedule impact. The status indicator is set to yellow or red according to the status criteria provided above. Once all deliverables are reviewed, determine the final status for the product component.

**Document Schedule Progress R/Y/G Status** – Review the deliverable's scheduled dates to determine how much progress is expected at a point in time. Obtain current status of actual progress from the agency project manager. If the actual progress is at or beyond the expected progress, then the deliverable status will be green. If actual progress is behind expected progress, this is an indicator of a potential schedule impact. The status indicator is set to yellow or red according to the status criteria provided above. Once all deliverables are reviewed, determine the final status for the product component.

**Document Quality R/Y/G Status** – The quality status indicator is set according to two factors. First, the review of deliverable quality utilizing the OPM quality points (See the Evaluate Deliverable Quality sub-process) may provide issues that will affect the status indicator setting. Second, general issues regarding contractor performance, deliverable accuracy, budget issues, project management issues, etc. may also affect the setting. Once all deliverables are reviewed, determine the final status for the product component.

**Document Completion R/Y/G Status** – This is a special status item intended to provide an indication of completion. If all deliverables of a particular product component are complete, then this indicator turns green. This indicator will only turn yellow or red if it has been determined that a deliverable(s) will be difficult or impossible to delivery without changes in the project. Once all deliverables are reviewed, determine the final status for the product component.

**Document Comments** - The comment column of the report provides a means to annotate the status giving added detail about the specific deliverable with yellow or red status that has caused the overall product component status to turn yellow or red. These comments provide specific detailed information that is reported at the oversight committee meeting and is included in the Oversight Issues Report (See the Report Oversight Status sub-process).

## *OVERSIGHT SUMMARY REPORT EXAMPLE*

### Report Overview

This sample report is to be used as a guide to developing the Oversight Summary Report. This report will be used to report an oversight summary of project status. The example provides the exact format needed for any Oversight Summary Report.

### Report Sections

The Oversight Summary Report includes the following sections:

- Report Date
- Product/Service
- Component
- Deliverable Schedule “Start on Time”
- Deliverable Schedule “Progress”
- Deliverable Quality
- Component Complete
- Comments

### Report Example

The Oversight Summary Report provides a vehicle for documenting the oversight summary status information in an electronic format as a Microsoft Excel file. The visual representation of the Oversight Summary Report Example, provided here, is followed by the detailed description of its contents. The oversight manager may access ***MPOP Oversight Summary Report Example.xls*** for electronic entry of the Oversight Summary Report detail.

# Oversight Summary Report Template

NSR Proprietary							5/15/2002
Oversight Summary Report							
Product/Service	Component	Deliverable Schedule <i>Start On Time</i>	Deliverable Schedule <i>Progress</i>	Deliverable Quality	Component Complete	Comments	
Project Management	Project Planning					New direction changes schedule	
	Communication Management					Some changes expected	
	Risk Management						
	Change Request Management					PAQ requirements not clear	
	Performance Management						
	Document Mgmt/Version Control						
	Budget Management					No current budget issues	
	Release Management						
Software Development	Requirements Analysis					Final Req Document needed	
	Design					Report designs are still in progress	
	Development/Configuration					New direction changes dev sched	
	Configuration Mgmt/Version Ctrl						
Quality Assurance	Application Test					Test planning is still in progress	
Data Conversion	Conversion Req Analysis					No progress on training	
	Conversion Scripts Development						
	Conversion Scripts Implementation						
	Data Warehouse SQL Server Mig						
	Operational Data Store						

## Report Detail

### Section I – Report Date

The date the Oversight Summary Report is presented.

### Section II – Product/Service

The name of each product/service identified for the project and listed in the OPM.

### Section III – Component

The name of each product component identified for each product/service and listed in the OPM.

### Section IV – Deliverable Schedule “Start on Time”

The column used to indicate R/Y/G status for the timeliness of starting the deliverable development.

### Section V – Deliverable Schedule “Progress”

The column used to indicate R/Y/G status for deliverable schedule progress.

### Section VI – Deliverable Quality

The column used to indicate R/Y/G status for deliverable quality.

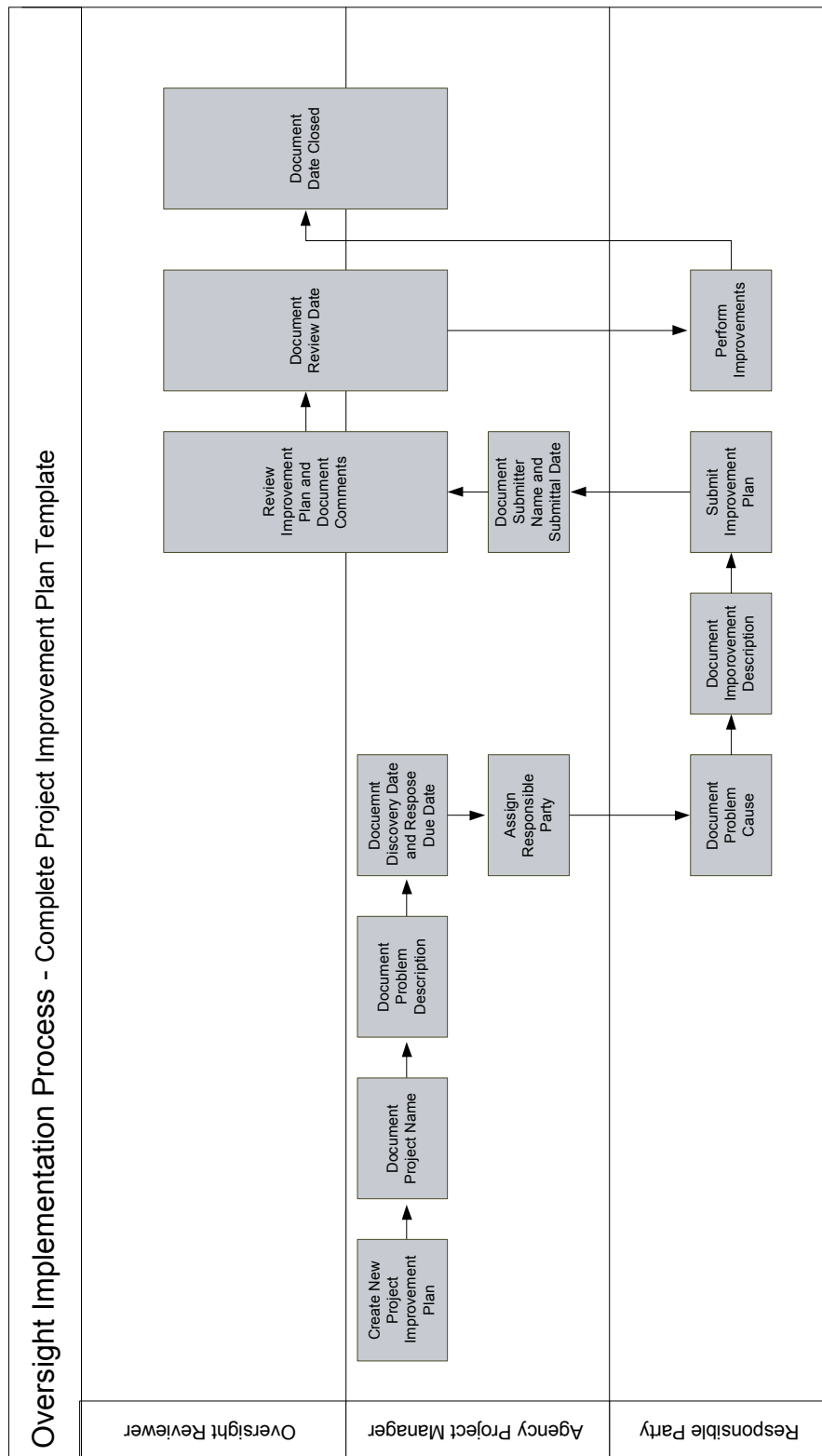
### Section V – Component Complete

The column used to indicate R/Y/G status for completion of all deliverables categorized under a single component.

### Section VI – Comments

The column used to provide specific detailed descriptions of the issues surrounding a deliverable that have caused a change in status or a continued status of red or yellow.

## COMPLETE PROJECT IMPROVEMENT PLAN TEMPLATE



The Project Improvement Plan is the vehicle by which resolution to high risk issues is initiated and accountability is assigned. Using the Project Improvement Plan Template as a guide will help ensure that all important elements of the improvement plan are documented. The following process steps must be followed to aid in this documentation:

**Create New Project Improvement Plan** – Make a copy of the Project Improvement Plan Template.

**Document Project Name** – Enter the name of the project to which the improvement plan applies.

**Document Problem Description** – It is important that the responsible party(s) for this Project Improvement Plan be aware of the need for improvement. The problem description provides and understanding of the issue(s) involved and why it is adversely affecting the project.

**Document Discovery Date and Resolution Due Date** – Enter the date the issue was discovered and the estimated date of issue resolution. The resolution date

**Assign Responsible Party** – The agency project manager must assign the improvement plan to the appropriate member of the project team for resolution. In some cases the project manager may assign it to himself. It is important to ensure that the intended assignee is available to pursue and develop a suitable resolution on or before the Resolution Due Date. Document the name of the assignee in the “Assign To” field. After the responsible party has been designated, send this template to them for their inputs.

**Document Problem Cause** – The responsible party describes the issues or circumstances that created the problem. This information may not be available when the problem is initially described. It may require additional investigation to find the true root of a problem. Understanding the problem cause will provide the ability to generate a well conceived solution.

**Document Improvement Description** – Describe the actions that must be taken to solve the problem and/or provide project improvement. This may include a step-by-step process if the solution is multi-faceted. Each step should include the action to be taken, the responsible party(s) and the date that it will be accomplished.

**Submit Improvement Plan** – Upon completion of the above information the responsible party submits the Project Improvement Plan for approval. Either the project manager and/or the oversight reviewer will perform this approval. The oversight reviewer can be any stakeholder of the project, but in this case it should be the member of the oversight committee involved in the discovery of the issue.

**Document Submittal Date** – The reviewer of the Project Improvement Plan enters the submittal date.

**Review Improvement Plan and Document Comments** – Review the submitted Project Improvement Plan and annotate the plan with additional comments when appropriate. This may include suggestions that may enhance the plan.

**Document Review Date** – Document the date of the review and return the

**Execute Improvement Plan** – The responsible party performs the steps included in the Project Improvement Plan. When complete, the oversight reviewer is informed.

**Document Date Closed** – Either the oversight reviewer or agency project manager will record the date the issue was closed as a result of implementing the Project Improvement Plan and solving the targeted problem.

## ***PROJECT IMPROVEMENT PLAN TEMPLATE***

### *Template Overview*

This template is to be used as a guide to developing a Project Improvement Plan. Project Improvement Plans are important to ensure timely resolution of high risk issues and accountability for the issues. From the information gathered in this template the critical information needed for a Project Improvement Plan can be collected.

### *Template Sections*

The Project Improvement Plan Template will include the following sections:

- Project Name
- Problem Description
- Discovery Date
- Resolution Due Date
- Assigned To
- Problem Cause
- Improvement Description
- Submittal Date
- Oversight Reviewer Comments
- Review Date
- Date Closed

### *Template Form Sample*

The Project Improvement Plan Template provides a vehicle for documenting the improvement planning details in an electronic format. The visual representation of the Project Improvement Plan Template, provided here, is followed by the detailed description of its contents. The agency project manager may access ***MPOP Project Improvement Plan Template.dot*** for electronic entry of the improvement plan detail.



## Project Improvement Plan

PROJECT NAME			
PROBLEM DESCRIPTION			
Discovery Date			
Response Due Date			
Assigned To			
PROBLEM CAUSE			
IMPROVEMENT DESCRIPTION			
		Submittal Date	
OVERSIGHT REVIEWER COMMENTS			
Review Date		Date Closed	

## Template Detail

### Section I – Project Name

Provides the name of the project to which the improvement plan applies.

### Section II – Problem Description

Description of the problem needed to understand the improvement steps required.

### Section III – Discovery Date Resolution Date, Assigned To

This section provides the date the problem was discovered, the date the resolution to the problem is expected and the responsible party for the improvement plan execution.

### Section IV – Problem Cause

This provides an explanation of the circumstances or issues that caused the problem.

### Section V – Improvement Description

This provides a step-by-step description of the activities that must take place to implement the improvement plan.

### Section VI – Submittal Date

Provides the date of submittal for approval of the improvement plan

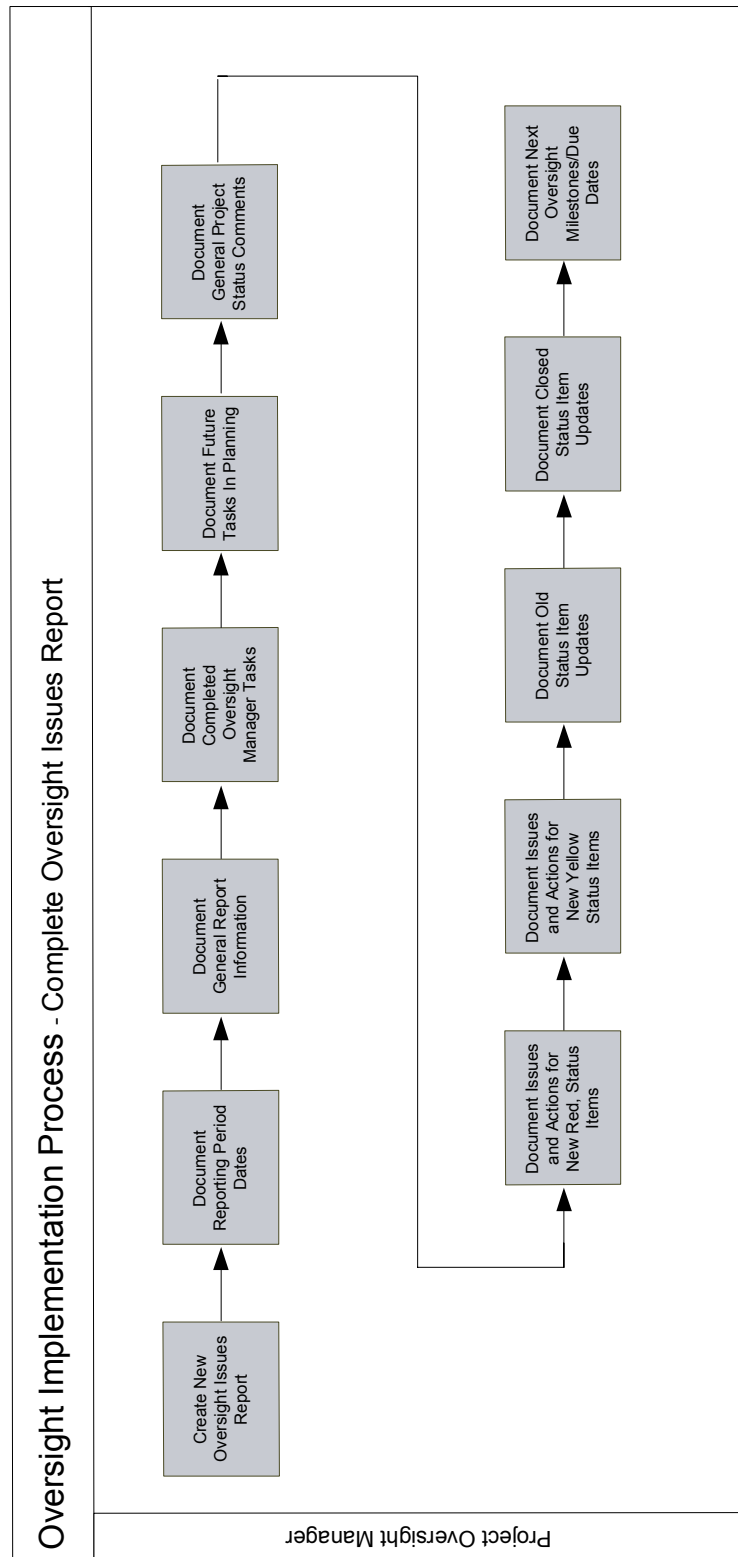
### Section VII – Oversight Reviewer Comments

This provides comments included by the oversight reviewer upon review of the improvement plan.

### Section VIII – Review Date and Date Closed

Provides the date of review by the oversight reviewer or project manager and the date the resolution is implemented, problem is solved and the issue is closed.

## COMPLETE OVERSIGHT ISSUES REPORT



Much of the information documented in the Oversight Issues Report is collected using the red/yellow/green status indicators and comments from the Oversight Summary Report. Using the Oversight Issues Report Example as a guide will help ensure that all important project issues are documented. The following process steps must be followed to aid in this documentation.

For the sake of completeness, the process steps for this report assume that this is not the first Oversight Issues Report developed for the project. If this is the first Oversight Issues Report for the project, then remove all text in the example and begin entering the information as identified in the following steps. Obviously there will be no Old or Closed issues so these sections will be left blank.

**Create New Oversight Issues Report** – The oversight manager makes a copy of the previous month’s Oversight Issues Report. Using cut and paste word processing functions to move the information contained in the New Issues/Actions section to the Old Issues/Actions section.

**Document Reporting Period Dates** – Document the dates for the reporting period time span. This will typically begin with the date after the previous report submittal to the date of the current report submittal.

**Document General Report Information** – Enter the contract number for the contract under which the oversight tasks is being performed. Since this is an oversight deliverable, the name of the deliverable is entered. Enter the name for the agency project manager and oversight manager. If this information is already entered, simply confirm that it is still accurate. For instance, if the agency project manager roles is being filled by a new person, their name should be entered.

**Document Completed Oversight Manager Tasks** – Document the oversight related tasks that have been accomplished during the reporting period.

**Document Future Tasks In Planning** – Document the planned oversight related tasks that will be accomplished in the next reporting period.

**Document General Project Status Comments** – This section provides a field to input general comments about the overall health of the project or major overriding issues that cross over to many detailed issues.

**Document Issues and Actions for New Red Status Items** – Review the newly developed Oversight Summary Report and identify all product components with a red status indicator. Review the comments in the summary report to determine the reason behind the red status. Document the issues causing the red status and any recommended courses of action that might be included in the Project Improvement Plan.

**Document Issues and Actions for New Yellow Status Items** – Review the newly developed Oversight Summary Report and identify all product components with a yellow status indicator. Review the comments in the summary report to determine the reason behind the yellow status. Document the issues causing the yellow status and any recommended courses of action.

**Document Old Status Item Updates** – Review all old status items to determine if the status has changed. If there has been a change, provide a description of the changes. Check the color status indicator and comments in the Oversight Summary Report to provide inputs to this.

If this status item issue has been resolved and is no longer a concern, then move this item to the Closed Issues/Actions section.

**Document Closed Status Items**– Delete all status items that were listed in this section of the previous report. For all newly closed status items, enter a description of the resolution that is credited with the closure of the issue. If this was a red status item, this should include references to the Project Improvement Plan involved.

Closed Status Items will only remain on the report for a single reporting period. To reference old issues that have been closed in previous reporting periods, the oversight manager will need to refer back to previous Oversight Issues Reports.

**Document Next Oversight Milestones/Due Dates**– Enter milestone due dates for all oversight related meetings, special activities and deliverables for the next reporting period.

## *OVERSIGHT ISSUES REPORT EXAMPLE*

### Report Overview

This sample report is to be used as a guide to developing the Oversight Issues Report. This report will provide detailed information regarding issues that have been identified on the Oversight Summary Report.

### Report Sections

The Oversight Issues Report Example will include the following sections:

- Reporting Period
- General Report Information
- Completed Tasks
- Tasks In Planning
- New Issues/Actions
- Old Issues/Actions
- Closed Issues/Actions
- Next Milestones/Due Dates

### Report Example

The Oversight Issues Report Example provides a vehicle for documenting the oversight issues details in an electronic format. The visual representation of the Oversight Issues Report, provided here, is followed by the detailed description of its contents. The oversight manager may access ***MPOP Oversight Issues Report Example.dot*** for electronic entry of the Oversight Issues Report detail.

# Oversight Issues Report Example

## Oversight Issues Report

Reporting period: 04/10/02 – 05/15/02

Contract No.:	C002024351	Agency Project Manager:	Jane Doe
Deliverable Title:	Oversight Issues Report	Oversight Manager:	John Doe

COMPLETED TASKS	<ul style="list-style-type: none"> <li>Prepared Project Model in preparations for Oversight Committee meeting.</li> <li>Traveled to Jefferson City to attend oversight committee meeting. Directed the project oversight portion of the meeting.</li> </ul>
TASKS IN PLANNING	<ul style="list-style-type: none"> <li>Update the oversight project model with feedback from oversight committee meeting.</li> </ul>
NEW ISSUES/ACTIONS	<p><b>General Comments:</b> This section provides an overview of major issues for the project and overall status.</p> <p><b><u>Red Status Items</u></b></p> <p><b>Issue:</b> This is an issue of red status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p> <p><b><u>Yellow Status Items</u></b></p> <p><b>Issue:</b> This is an issue of yellow status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p>
OLD ISSUES/ACTIONS	<p><b><u>Red Status Items</u></b></p> <p><b>Issue:</b> This is an issue of red status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p> <p><b><u>Yellow Status Items</u></b></p> <p><b>Issue:</b> This is an issue of yellow status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p>

CLOSED ISSUES/ACTIONS	<p><b><u>Red Status Items</u></b></p> <p><b>Issue:</b> This is an issue of red status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p> <p><b><u>Yellow Status Items</u></b></p> <p><b>Issue:</b> This is an issue of yellow status from the Oversight Committee Status Report</p> <p><b>Action Item:</b> This provides a description of oversight specialists recommendations for issue resolution</p>
NEXT MILESTONES/ DUE DATES	06/12/02 - Oversight Committee Meeting



## Report Detail

### Section I – Reporting Period

Provides the start and end dates for the reporting period.

### Section II – General Report Information

This section provides general report information.

- *Contract:* Contract number for the contract under which the oversight tasks is being performed
- *Deliverable Title:* Title of the oversight deliverable. For this report this field will always be populated with “Oversight Issues Report”.
- *Agency Project Manager:* Name of the agency project manager
- *Oversight Manager:* Name of the oversight manager

### Section III – Completed Tasks

This provides a description of all oversight tasks that have been completed during the reporting period.

### Section IV – Tasks In Planning

This provides a description of all oversight tasks are planned for the next reporting period.

### Section V – New Issues/Actions

This provides a description of all issues and action items that have been identified through the oversight monitoring activities.

- *General Comments:* Provides general overarching comments on project status.
- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

### Section VI – Old Issues/Actions

This provides a description of all issues and action items from previous reporting periods that have not yet been closed.

- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

#### Section VI – Closed Issues/Actions

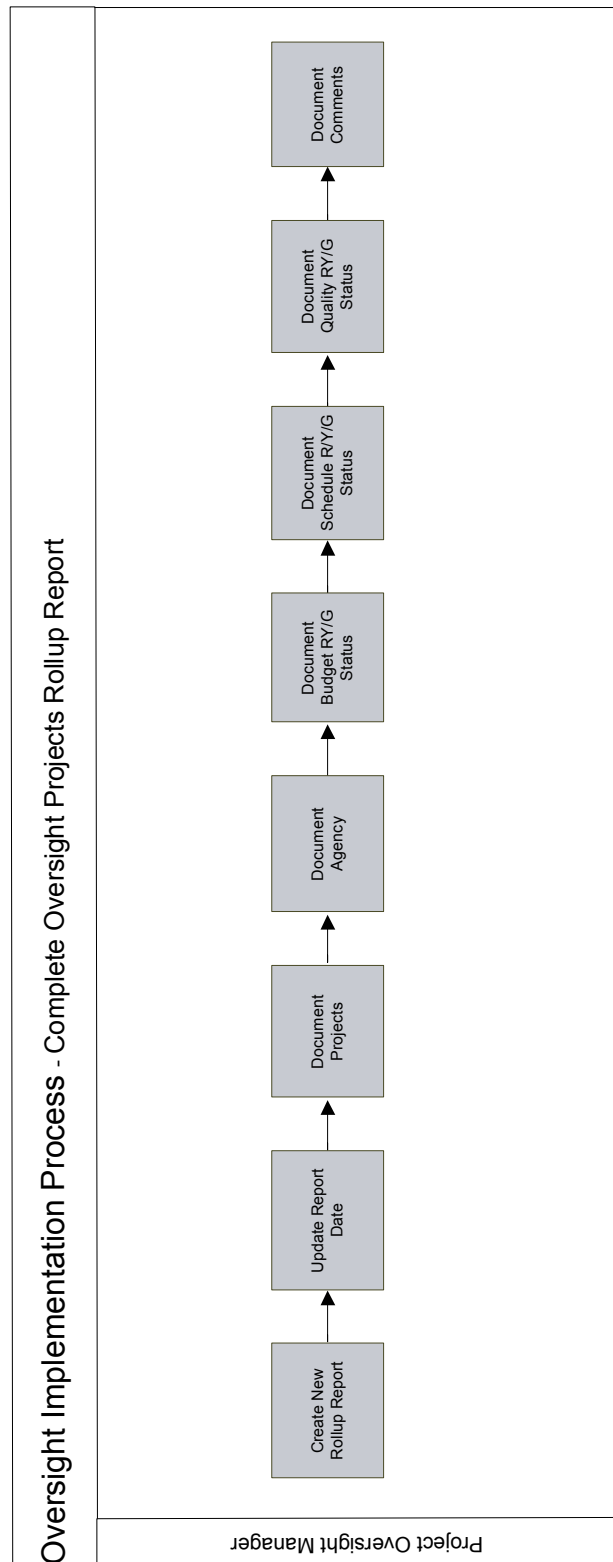
This provides a description of all issues and action items that have been closed.

- *Red Status Items:* Provides a description of issues and related actions for all red status items from the Oversight Summary Report.
- *Yellow Status Items:* Provides a description of issues and related actions for all yellow status items from the Oversight Summary Report.

#### Section VI – Next Milestones/Due Dates

This provides milestone due dates for all oversight related meetings, special activities and deliverables for the next reporting period

## COMPLETE OVERSIGHT PROJECTS ROLLUP REPORT



The Oversight Projects Rollup Report provides a means of reporting a general status of the project health to the Office of Information Technology (OIT). Each oversight manager will prepare this report monthly and include status for every project to which he is providing project oversight services. The intent is for this information to be used by OIT for inclusion into the IT State of the State Report and the monthly reports for the state budget and finance committee.

Using the Oversight Project Rollup Report Example as a guide will help ensure that all important elements of the report are documented. The following process steps must be followed to aid in this documentation:

**Create New Rollup Report** – The oversight manager makes a copy of the previous month’s Oversight Projects Rollup Report.

**Document Report Date** – Enter the date of report preparation.

**Document Projects** – Enter the name of each project for which the oversight manager provides project oversight services

**Document Agency** – Enter the name of the agency or organization that owns the project

*Important Note:* The next three process steps include the determination of an overall Red/Yellow/Green status for schedule, budget and quality. Since there may be a number of red/yellow issues for any one of these areas, the following steps are provided to guide the determination of “rollup” status for this report.

- 1) Review all status items
- 2) Determine the highest status (red, yellow, or green). This becomes the initial status.
- 3) If initial status is red or yellow
  - Review the detailed comments for the item(s) with the highest status.
  - Assess the overall impact of the item on the project as a whole.
  - Assess the probability of finding a timely, internally produced solution.
  - Determine the need for outside assistance from OIT
- 4) Determine the necessity to alarm OIT about the status item based on overall project impact and the need for OIT assistance.
- 5) If there is no need for alarm, set the status to green. Otherwise retain the status of the item being reported.

It is important to remember that the intent of this report is to communicate the general health of the project. Primary to this is the reporting of all critical high-risk situations for all projects that should be brought to the attention of OIT. It is not intended to cause undue alarm over issues that are relatively minor or can be resolved internal to the project team. Past history has shown that the Oversight Summary Report typically will contain yellow and red status items almost every month. If all of these items were reported in the Project Rollup Report, it would appear that all the projects across the state are constantly in trouble when this is not necessarily true. Common sense and practical management judgment are critical to these steps.

**Document Budget R/Y/G Status** – The oversight manager reviews all budget related issues identified in the Oversight Summary Report and Oversight Issues Report. Indicate red, yellow

or green status for the project budget based upon the following criteria:

- *Green:* There are no budget issues causing schedule delays and or unsatisfactory quality.
- *Yellow:* Budget issues could potentially create schedule overruns or questionable quality. Special attention in this area can prevent an impact to overall schedule/quality.
- *Red:* Budget issues are causing schedule overruns or poor quality. Extensive effort or project scope change is needed to avoid overall schedule/quality impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with the budget.

**Document Schedule R/Y/G Status** – The oversight manager reviews all schedule related issues identified in the Oversight Summary Report and Oversight Issues Report. The issue with the highest level of concern will determine this “rollup” R/Y/G status. The intent is to communicate all high risk situations for all projects. Indicate red, yellow or green status for the project schedule based upon the following criteria:

- *Green:* There are no schedule issues affecting quality or budget overruns
- *Yellow:* Schedule issues could potentially create budget overruns or questionable quality. Special attention in this area can prevent an impact to overall budget/quality.
- *Red:* Schedule issues are causing budget overruns or poor quality. Extensive effort or project scope change is needed to avoid overall budget/quality impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with the schedule.

**Document Quality R/Y/G Status** – The oversight manager reviews all quality related issues identified in the Oversight Summary Report and Oversight Issues Report. The issue with the highest level of concern will determine this “rollup” R/Y/G status. The intent is to communicate all high risk situations for all projects. Indicate red, yellow or green status for quality based upon the following criteria:

- *Green:* There are no quality issues
- *Yellow:* Quality issues could potentially create schedule overruns or budget overruns, or unsatisfactory products/services. Special attention in this area can prevent overall project impact.
- *Red:* Quality issues are causing schedule overruns, budget overruns or poor unsatisfactory products/services. Extensive effort or project scope change is needed to avoid overall project impact.

With green status, there are no concerns and the project should progress as in the past. Yellow status indicates a potential problem that should be addressed before it grows into a more pressing issue. Red status indicates a major problem with quality.

**Document Comments** – Document any comments that will help clarify the red/yellow/green status provided. A description of the issue causing red or yellow status is required.

## *OVERSIGHT PROJECTS ROLLUP REPORT EXAMPLE*

### Report Overview

This example is to be used as a guide to developing the Oversight Projects Rollup Report. This report is used to communicate status of all IT projects that are receiving oversight services.

### Report Sections

The Oversight Projects Rollup Report will include the following sections:

- Oversight Manager
- Report Date
- Project
- Agency
- Budget
- Schedule
- Quality
- Comments

### Report Example

The Oversight Projects Rollup Report Example provides a vehicle for documenting the overall budget, schedule, and quality status for all projects receiving oversight services in an electronic format as a Microsoft Excel file. The visual representation of the Oversight Projects Rollup Report, provided here, is followed by the detailed description of its contents. The oversight manager may access ***MPOP Oversight Project Rollups Report Example.xls*** for electronic entry of the Oversight Projects Rollup Report detail.

## Oversight Projects Rollup Report Example

Oversight Projects Rollup Report					Oversight Manager: John Doe
					5/15/2002
Project	Agency	Budget	Schedule	Quality	Comments
Project A	Revenue				New direction changes schedule
Project B	Mental Health				Questionable deliverables
Project C	Transportation				No Issues
Project D	Corrections				Testing cost overruns

## Report Detail

### Section I – Report Information

This section provides general report information

- *Oversight Manager:* Provides the name of the oversight manager providing oversight services to the project.
- *Date:* Provides the date of report preparation.

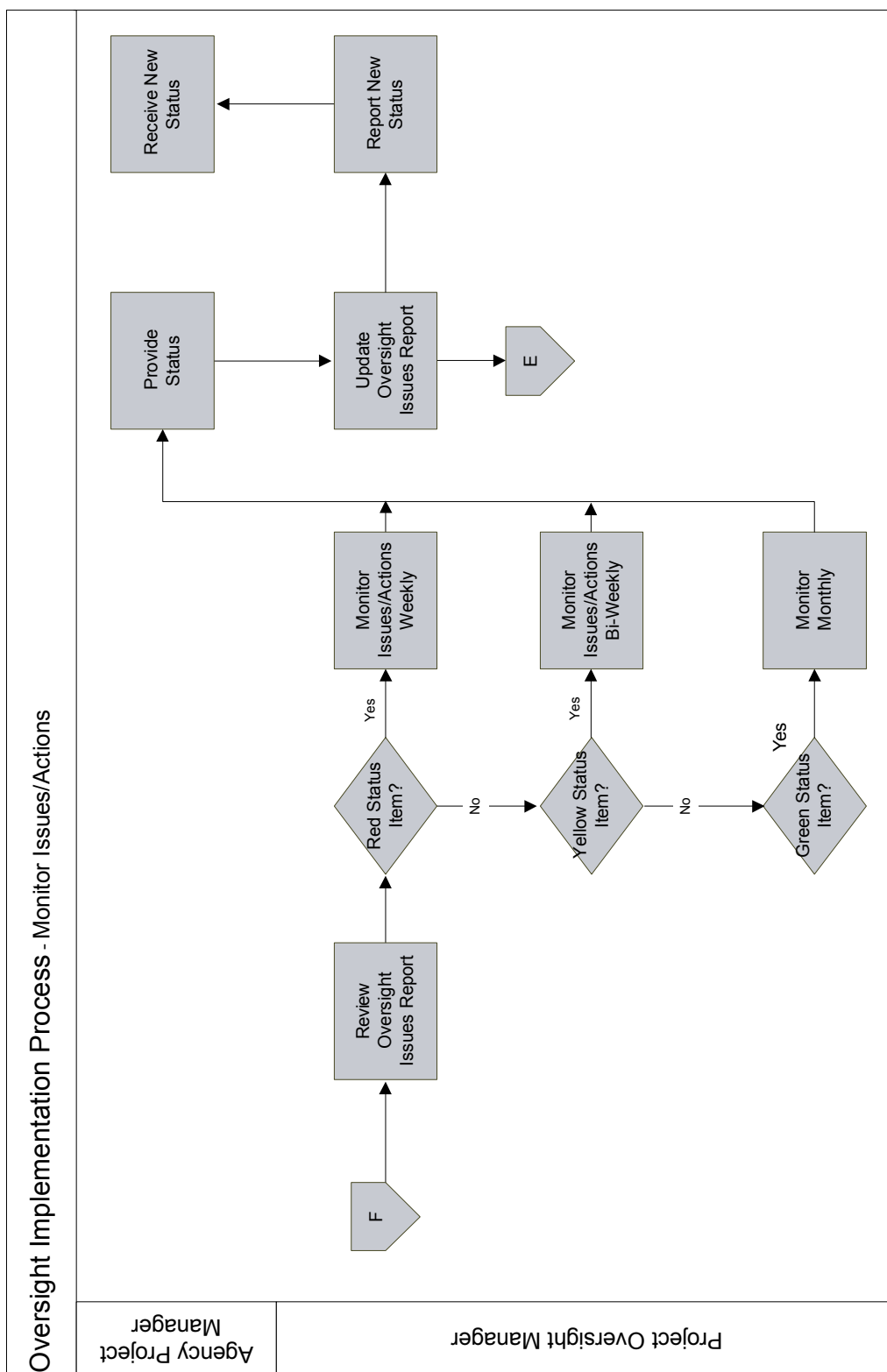
### Section II – Project Status

This section provides the project information and status.

- *Project:* Name of the project receiving oversight services
- *Agency:* Name of the agency that owns the project
- *Budget:* Budget status indicator
- *Schedule:* Schedule status indicator
- *Quality:* Quality status indicator
- *Comments:* Description of issues that have caused the red/yellow/green status. This is required for all red and yellow status indicators.



## MONITOR ISSUES/ACTIONS



This sub-process is triggered by:

- Weekly review of all project oversight issues

While project oversight issues are reviewed on a monthly basis as part of preparation for the monthly oversight committee meetings, there are also efforts to address issues as they occur throughout the month leading up to the meetings. This is accomplished through semi-monthly status reviews, which typically entail conversations with the agency project manager or contractor project manager to gather current status and assess progress on issue resolution. The purpose for this is to actively monitor issues to ensure timely resolution and also help with early detection of new issues.

Table 5. Status Review Frequency Matrix depicts the level of risk (Red/Yellow/Green) for an issue and the associated review cycle that is implemented for the issue. The matrix shows that the review cycle frequency for an issue is directly proportional to the increased level of risk for the issue.

*Table 5. Status Review Frequency Matrix*

EXTERNAL RISK	REVIEW FREQUENCY
Red	Weekly
Yellow	Bi-Weekly
Green	Monthly

This sub-process addresses the activities involved in these monthly and semi-monthly status reviews

**Review Oversight Status Reports**– The Oversight Summary Report and Oversight Issues Report are the tools used to track issues. All project issues being tracked by the oversight processes are represented in these tools, therefore they are inspected each week for issue status reviews

**Monitor Issue/Actions Weekly** – All issues with a red status are considered high risk and critical to the project, therefore they must be given a higher priority and receive more frequent than lower risk issues. If the issue is red it will be monitored on a maximum weekly basis.

**Monitor Issues/Actions Bi-Weekly** – All issues with a yellow status are considered medium risk and important to the project, but not yet critical. These issues need frequent attention by not at the same interval as the red items. Yellow status items are given a medium priority and will be monitored on a maximum bi-weekly basis.

**Monitor Monthly** – Green status items are considered to be low risk and do not need special attention between monthly oversight meeting. These items will only be monitored on a monthly basis.

**Provide Status** – Using the Status Review Frequency Matrix above, the oversight manager will determine the frequency of obtaining status updates. The oversight manager will contact the agency project manager to obtain status of the item and any progress toward a resolution.

**Update Oversight Issues Report-** If there are changes to the status of an item, this will be updated in the Oversight Issues Report. The report will be used as input to the Report Oversight Status sub-process when the monthly status review is performed.

**Report New Status** – The updated Oversight Issues Report is sent to the agency project manager for review. The oversight manager communicates the changes to assist the agency project manager’s review.

**Review New Status** – The agency project manager reviews the Oversight Status Report with the updated status. If there are any issues with the updated status it is communicated to the oversight manager who makes necessary changes.



## CHAPTER 4: OVERSIGHT CLOSEOUT PROCESS

This chapter provides a description of all processes, templates and report examples that are part of the Oversight Closeout Process. This process is a precursor to the proposed Oversight Vitality Process.

### OVERVIEW

The Closeout process includes all activities that come after the final system implementation and completion of the project. The intent of this process is to provide a means to learn from past experience and promote process improvement. This critical element of the project oversight methodology is comprised of the following sub-processes:

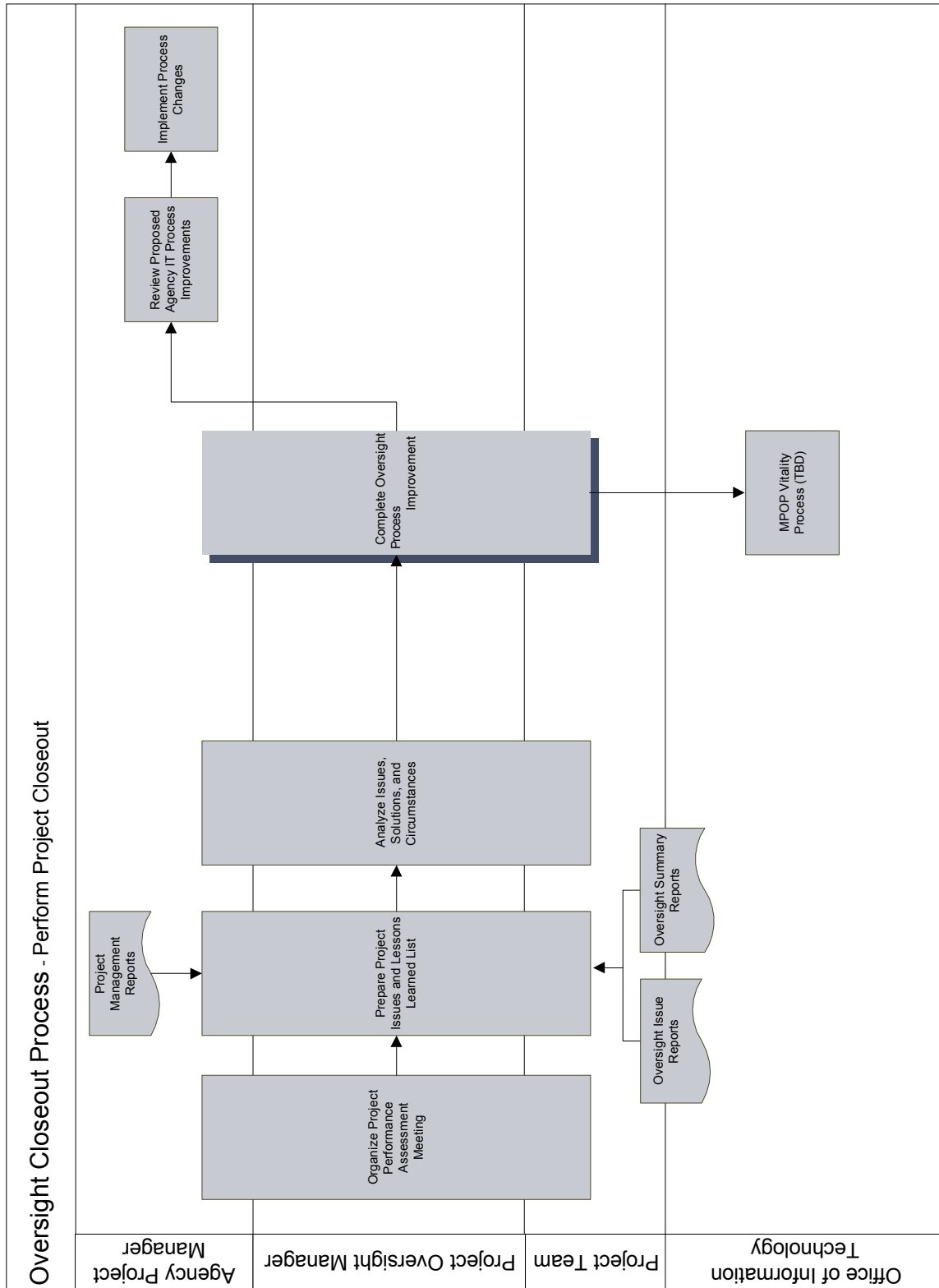
- Perform Project Closeout
- Complete Process Improvement Report

### SUB-PROCESSES, TEMPLATES AND REPORT EXAMPLES

Each sub-process follows the same format:

- Process Model
- Process Detail
- Template/Report Examples (if applicable)
  - Overview
  - Sections
  - Sample Template Form
  - Template Detail

## PERFORM PROJECT CLOSEOUT



This sub-process is triggered by:

- Completion of the Project

This sub-process will be performed after completion of the project. It involves the assessment of the project, the manner in which it was executed, the successes and failures and the lessons learned. The intent is to define an oversight process by which the agency, the oversight program and other statewide IT programs can continually be improved.

**Organize Project Performance Assessment Meeting** – The agency project manager and the oversight manager will organize a Project Performance Assessment Meeting attended by the oversight manager, agency project manager, key members of the project team and any interested project stakeholders. The purpose of this meeting is to drive out proposed process improvements that will result in an increase of quality IT projects.

**Prepare Project Issues and Lessons Learned List** – This meeting will involve the discussion of issues and lessons learned that have been taken from the project. These issues will be found in project management status reports, the Oversight Summary Reports and Oversight Issues Reports, contractor status reports, etc. Assembling a list of issues will help to facilitate the meeting and encourage discussion. Once the raw list is assembled it should be prioritized in the order of issues with the highest risk to lowest risk. This will ensure discussion of the more important issues, which may provide the greatest potential for significant process improvement.

**Analyze Issues, Solutions, and Circumstances** – The oversight manager or agency project manager will facilitate the meeting by presenting past issues one by one. The performance of the project and project team will be critiqued for each issue. The issue, circumstances of the issue, and the issue's actual solution and alternative solutions will be discussed to try and reach an agreement on the optimal solution. The result will be a set of potential IT process improvements for the agency, the oversight program, and/or other statewide IT programs.

**Complete Oversight Process Improvement Report** – Using this report template as a guide, the oversight manager can generate the Oversight Process Improvement Report.

**Review Proposed Agency IT Process Improvements** – The agency IT management team reviews the proposed IT process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current organizations processes, and it offers clearly identifiable benefits, then the agency can take steps to have it implemented.

**Review Proposed Oversight Process Improvements** - The state sub-committee that oversees MPOP reviews the proposed oversight process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current processes, and it offers clearly identifiable benefits, then the sub-committee can take steps to have it implemented into the oversight program.

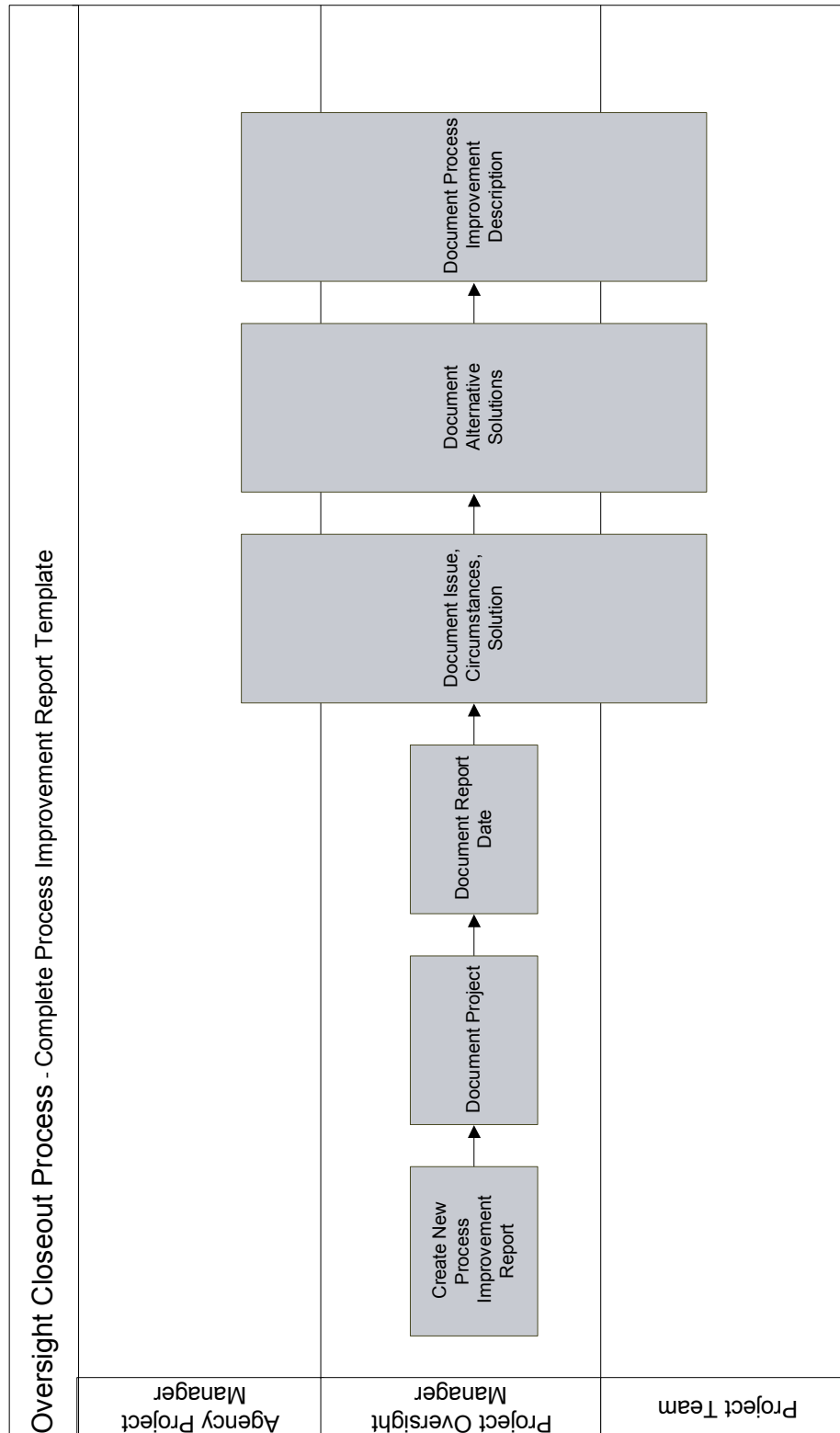
**Review Proposed Statewide IT Process Improvements** - The various statewide IT programs have all defined a set of processes and procedures. The sub-committees that oversee these programs review the proposed IT process improvements presented in the Oversight Process Improvement Report. If the proposals appear to fit well within the current processes, and it

offers clearly identifiable benefits, then the sub-committee can take steps to have it implemented into the program.

**Implement Process Changes** – The agencies and sub-committees decide whether or not to implement process improvement changes. If a change is accepted, they are documented in the program manuals, reviewed and approved by the sub-committees.



## COMPLETE PROCESS IMPROVEMENT REPORT TEMPLATE



The Process Improvement Report Template provides a means of collecting and reporting potential process improvements for the agency, the oversight program, and other statewide IT programs. Using the Process Improvement Report Template as a guide will help ensure that all important elements of the report are documented. The following process steps must be followed to aid in this documentation:

**Create New Process Improvement Report** – The oversight manager makes a copy of the report template to start a new Process Improvement Report. This is done for each potential process improvement. The final result of this process will be a set of Process Improvement Reports each describing one area of improvement.

**Document Project** – Enter the name of the project from which the process improvement was derived.

**Document Report Date** – Enter the date of report preparation.

**Document Issue, Circumstances, Solution**– Provide a description of the issue, circumstances surrounding the issue, and a description of the actual solution that was implemented as part of the project.

**Document Alternative Solutions** – By opening up discussion on these topic areas, alternative solutions will potentially be driven out. These solutions may, in turn, drive out process improvements or alternative ways to address the same problem in the future.

**Document Process Improvement Description** – Identify all potential process improvement areas for the agency IT processes, the oversight program, and the other statewide IT programs. Describe the process that may need improvement and how the proposed improvement may be implemented.

**Perform Process Improvement Report Review** – the agency, oversight sub-committee, or IT program sub-committee review the Process Improvement Plan to either approve or reject the process change.

**Document Review Date and Approval Date** – Enter the date of the Process Improvement Report review. If the process improvement is accepted, enter the date of the process improvement approval.

# *PROCESS IMPROVEMENT REPORT TEMPLATE*

## Template Overview

This template guides the process of collecting IT process improvements for the agency, oversight sub-committee, and other IT program sub-committees. This report will also be used to report the proposed improvements.

## Template Sections

The Process Improvement Report Template will include the following sections:

- Report Information
- Issue, Circumstances, Solution
- Alternative Solutions
- Process Improvement Description
- Dates

## Template Form Sample

The Process Improvement Report Template provides a vehicle for documenting the Process Improvement Report details in an electronic format. The visual representation of the Process Improvement Report Template, provided here, is followed by the detailed description of its contents. The oversight manager may access ***Process Improvement Report Template.dot*** for electronic entry of the Process Improvement Report detail.

# Process Improvement Report

PROJECT NAME		
ISSUE, CIRCUMSTANCES, SOLUTION		
ALTERNATIVE SOLUTIONS		
PROCESS IMPROVEMENT DESCRIPTION		
REVIEW DATE		APPROVAL DATE

## Template Detail

### Section I – Report Information

This section provides general report information

- *Project:* Provides the name of the project from which the process improvement was derived.
- *Date:* Provides the date of report preparation.

### Section II – Issue, Circumstances, Solution

This section provides information about a project issue, the circumstances surrounding that issue and the actual solution implemented during the project execution.

### Section III – Alternative Solutions

This section provides information about alternative solutions that were recorded during the discussion of the above issue and solution.

### Section IV – Process Improvement Description

This section provides a description of the proposed process improvement.

### Section II – Dates

This section provides dates pertaining the Process Improvement Report review

- *Review Date:* Date of the review
- *Approval Date:* Date of process improvement approval

## APPENDIX A: BASELINE OVERSIGHT MODEL

This appendix provides the Baseline Oversight Model used in the development of the final Oversight Project Model. This model provides a core set of artifacts/deliverables that might be expected on an IT project. Since all projects are unique there will most likely be a unique set of artifacts/deliverables for each project. Using this model as a checklist, the project manager and oversight manager can determine the complete set of artifacts/deliverables for a project.

# Oversight issues Report Example

ARTIFACTS/DELIVERABLES	WHEN TO APPLY
<b>Project Definition Domain</b>	
<b>Core</b>	
Principles, Concepts and Terms	✓ Always
<b>Contracts and Agreements Documents Register</b>	
Laws	✓ Conditional
PAQ and Contract Documents	✓ Conditional
Organization & Management Directives	✓ Conditional
Policy, Guidelines, and Standards Documents	✓ Conditional
Product & Service Specification Documents	✓ Always
Product & Service Acceptance Documents	✓ Always
Contracts "Must, Will and Shall" Register	✓ Always
Deliverables Register	✓ Always
Budget and Cost Constraints Register	✓ Always
Resource Register	✓ Always
Person Register	✓ Always
Organization Register	✓ Always
Sponsor Register	✓ Always
Stakeholder Register	✓ Always
Project Team Register	✓ Always
Vendor/Contractor Register	✓ Conditional
Meeting Register	✓ Always
Procurement & Acquisition Register	✓ Conditional
Document Register	✓ Always
<b>System Environments</b>	
Project Management & Control Environment	✓ Always
Product & Services Development Environment	✓ Always
Product & Services Testing Environment	✓ Always
Product & Services Product Release Environment	✓ Always
Product & Services Implementation Environment	✓ Always
<b>Project Management &amp; Control</b>	
Project Management and Control Strategy	✓ Always
Project Execution Plan	✓ Always
Project Communication Plan	✓ Always
Project Risk Mitigation Plan	✓ Always
Project Role & Responsibility Register	✓ Always
Project Issues Register	✓ Always
Project Risks Register	✓ Always
Project Change Requests Register	✓ Always
Project Service Request Register	✓ Always

ARTIFACTS/DELIVERABLES	WHEN TO APPLY	
Project Status Report Register	✓	Always
Project Directive Register	✓	Always
Project Artifact Register	✓	Always
<b>Products &amp; Services Definition Domain</b>		
<b>Software Product Development</b>		
Software Product Development Strategy	✓	Always
Software Product Development Plan	✓	Always
Protocols, Standards, and Methods Register	✓	Always
<b>Application Requirements Specifications</b>		
Business Protocols, Standards, and Methods Register	✓	Always
Application Functions & Features Register	✓	Always
Actors	✓	Always
UseCases	✓	Always
Application Functional Requirements Specification	✓	Always
Application Physical Requirements Specification	✓	Always
DED (Data Element Dictionary)	✓	Conditional
Internal Interface Specifications	✓	Conditional
External Interfaces Specifications	✓	Conditional
Security - Authentication Specification	✓	Conditional
Security - Authorization Specification	✓	Conditional
User Interface Specification (Web, GUI, etc)	✓	Conditional
Performance Specification	✓	Conditional
Requirements Traceability Register	✓	Always
<b>System Architecture</b>		
Functional System Architecture	✓	Always
Physical System Architecture	✓	Always
<b>Data Models</b>		
Logical Data Model	✓	Conditional
Physical Data Model	✓	Conditional
Implementation Data Models	✓	Conditional
<b>Application Code</b>		
Program Language Requirements	✓	Always
Version Control Strategy	✓	Always
Application Code Repository Plan	✓	Always
<b>System Configuration</b>		
System Configuration Strategy	✓	Always
System Configuration Execution Plan	✓	Always
Protocols, Standards, and Methods Register	✓	Always
Software Register	✓	Always
Hardware Register	✓	Always
Facility or Site Location Register	✓	Always
Network Structure and Layout Plan	✓	Always
System Platforms Register	✓	Always



ARTIFACTS/DELIVERABLES	WHEN TO APPLY	
System Environment Configuration Plan	✓	Always
System Environment BOM (Bill of Materials)	✓	Always
<b>Quality Assurance &amp; Testing</b>	✓	Always
QA & Test Strategy		
QA & Test Development Plan	✓	Always
QA & Test Implementation Plan	✓	Always
Protocols, Standards, and Methods Register	✓	Always
<b>Test Definition</b>		
Unit Test Scripts and Suites	✓	Always
System Test Scripts and Suites	✓	Always
Integration Test Scripts and Suites	✓	Always
User Acceptance Scripts and Suites	✓	Always
Bug Tracking Plan	✓	Always
Bug Tracking Tools Register	✓	Always
<b>Services Development</b>		Conditional
Services Development Strategy	✓	Always
Services Development Plan	✓	Always
Protocols, Standards, and Methods Register	✓	Always
<b>End-User Training</b>		Conditional
End-User Training Strategy	✓	Always
End-User Training Plan	✓	Always
Course Definition	✓	Always
Training Materials	✓	Always
Implementation Plan	✓	Always
<b>Data Conversion &amp; Migration</b>		Conditional
Data Conversion & Migration Strategy	✓	Always
Data Conversion & Migration Plan	✓	Always
Data Analysis Findings	✓	Always
Data Mapping Specification	✓	Always
<b>Conversion Tools Register</b>	✓	Always
Hardware Upgrade & Installation		Conditional
Hardware Upgrade & Installation Strategy	✓	Always
Hardware Upgrade & Installation Plan	✓	Always
Hardware Analysis Findings	✓	Always
Hardware Upgrade & Installation Specification	✓	Always
Hardware Upgrade & Installation Tools Register	✓	Always
<b>Product &amp; Service Release</b>		
Product & Service Release Strategy	✓	Always
Product & Service Release Execution Plan	✓	Always
Protocols, Standards, and Methods Register	✓	Always
Product & Service Installation Plan	✓	Always
Product & Service Release History	✓	Always